

# The ALAMO™

## ANNUAL MANAGEMENT PLAN



**JUNE 2012**

**Prepared by The Alamo Staff**  
*in conjunction with the*  
*Texas General Land Office*

<b>SUMMARY</b>	<b>3</b>	<b>IV. PRESERVATION</b>	<b>34</b>
<b>I. ADMINISTRATION</b>	<b>5</b>	<b>V. STAFFING</b>	<b>36</b>
1. Visitation	5	1. Organizational Chart – Attachment H	36
2. Hours of Operations	7	<b>VI. BUDGET</b>	<b>37</b>
3. Rental of Alamo Complex	7	1. Period Covered	37
4. Accounting	7	2. Approval Process	37
5. Reporting Requirements	8	3. Amendment Procedures	37
6. Insurance Policies	8	4. DRT Compensation as Contractor	37
7. Physical Inventory	8	<b>VII. SECURITY</b>	<b>38</b>
8. IT Operations	9	1. Hours of Operation	38
9. Information Technology Future Plans	9	2. Manpower Requirements	38
10. Accessibility	11	3. Reports Generated	38
11. Maintenance Plan	11	4. Hiring Requirements (Rangers)	39
12. Horticultural Department	13	5. Security Levels	39
<b>II. MARKETING</b>	<b>14</b>	<b>VIII. LIBRARY</b>	<b>40</b>
1. Background & Description	14	1. Mission	40
2. Mass Marketing	17	2. Hours of Operation	40
3. Targeted Marketing	20	3. Benefit to the Alamo Complex	41
4. Membership Program	21	4. Policy for acceptance of Artifacts	41
5. Earned Media	22	5. Security and Storage	41
6. Paid Media	23	6. Promotion & Revenue Enhancement	42
7. Location Marketing	23	<b>IX. GIFT SHOP</b>	<b>43</b>
8. Third-Party Sponsors	23	1. Revenue Enhancement Plan	43
<b>III. EDUCATION</b>	<b>24</b>	2. Inventory	43
1. Scheduled Events	24	3. Insight on future space	44
2. Targeted Audience	25	<i>ATTACHMENT A – ALAMO COMMENT CARD</i>	45
3. Space Utilization	26	<i>ATTACHMENT B – RENTAL AND SCHEDULING POLICIES</i>	46
4. Equipment Requirements	27	<i>ATTACHMENT C – INSURANCE POLICIES</i>	48
5. Funding Requirements	28	<i>ATTACHMENT D – COMPLEX MAINTENANCE PLAN</i>	49
6. Potential Programs	28	<i>ATTACHMENT E – BUDGET (15 MONTHS)</i>	51
7. Display of Artifacts	28	<i>ATTACHMENT F – WEBSITE STATISTICS</i>	58
8. Accepting Donations	30	<i>ATTACHMENT G – ALAMO COLLECTION POLICY</i>	59
9. Curator Activities	32	<i>ATTACHMENT H – ALAMO PRESERVATION PLAN</i>	61
10. Archival Policies	32	<i>ATTACHMENT I – ORGANIZATIONAL CHART</i>	64
11. Artifact Housing and Protection	32	<i>ATTACHMENT J – RESEARCH LIBRARY USE POLICIES</i>	65
12. Artifact Loan Policy	33	<i>ATTACHMENT K – RESEARCH LIBRARY COLLECTION POLICY</i>	67
13. Process of Changing Displays	33		

## EXECUTIVE SUMMARY

The Daughters of the Republic of Texas (DRT) is submitting a Management Plan per the requirements of the Interim Management and Operating Agreement, effective January 1, 2012. This initial plan covers the period June 2012 through 8/31/2013 to coincide with the current 15-month budget plan. Each plan hereafter will cover a period of 12 months, September to August, to coincide with the state fiscal year calendar. DRT will continue to improve the Alamo's educational programs, increase operational efficiency, increase revenue and build financial support to enhance preservation efforts. This year the DRT will hire an Executive Administrator for the Alamo, investigate contracting to redesign and operate the Gift Shop, review and prioritize the Master Plan, develop a long-range preservation



plan and study the DRT Library. The DRT will also: (1) better utilize the DRT Library facilities for scheduled events, after hour events and help in the preserving of the Alamo documents; (2) increase after hours rentals and private tours; (3) establish a "Walking Tour" of the Alamo Complex; (4) update internal policies; (5) provide an on-going comprehensive look at the historical buildings (Shrine & Long Barrack), reporting quarterly; and (6) increase public after hours activities on the complex.

Each divisional area of the Alamo organization has created a plan that not only describes in detail its current operation but establishes improvements that will occur during the period covered. This includes, but is not limited to Administration, Education, Security, Marketing, Horticulture and the Library. Each area will submit a budget for approval, will track success and document any areas where plans were changed, unattainable or stopped and be prepared to make adjustments during the next planning period. The requesting area shall include any dependencies and cooperation necessary between departments to ensure the success of each project.

Under the Administration Department, the organization includes vital operational areas to the Alamo: Gift Shop, Accounting, Horticulture, Maintenance, Shrine Hostess and the Library. Since there is no admission charged to visit the Alamo, the Complex funding is almost completely dependent on gift shop sales. Much of the general maintenance of the grounds and buildings is performed by Alamo staff.

Many Alamo functions are rolled into the Curator and Education Department. This section of the organization not only cares for and displays all the incredible artifacts throughout the Complex but is also responsible for the many tours performed by the Alamo Guides and Docents. Special groups, classrooms, summer day camps, military groups, elderhostel groups and individual tourists visit the Alamo each and every day. All the special events that



occur at the Alamo on a daily, weekly and annual basis are orchestrated through the Education Department which provides a learning experience designed so each person leaves with increased knowledge about our Country, our State and the Alamo. The operations and plans of the Alamo Conservator are also managed through the Education Department.

Whereas the desire to educate and entertain our visitors is of the utmost importance, we are also pleased to admit that the Alamo Complex is one of the safest areas of the City of San Antonio due to the presence of the Alamo Ranger Security division. The grounds are patrolled 24/7 by several shifts of 17 officers, making the visitor experience secure and peaceful.

This management plan also addresses the current status of marketing efforts for the Alamo, and provides recommendations.

The following pages will provide details of the operations within each area of the organization, plans for the future and ways to make a visit to the Alamo a better experience than ever before.

# The Alamo

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300 Alamo Plaza  
San Antonio, Texas 78205

Hours:  
Monday to Sunday  
9:00 a.m. to 5:30 p.m.

Admission is always free

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*State Director of the Alamo*  
Stephen Oswald

*Executive Administrator*  
Melinda Navarro

Texas General Land Office  
Transition Team

*Chief Clerk*  
Larry Laine

Tracey Hall  
Mark Loeffler  
Kenny McLeskey  
Charles Richards  
Dale Sump  
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*President General*  
*Daughters of the Republic of Texas*  
Karen Thompson

*Commissioner*  
*Texas General Land Office*  
Jerry Patterson

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Photo Credit:  
Jeff Jowdy Photography

*Prepared in accordance with provisions of*  
*the Interim Management Agreement and*  
*House Bill 3726, 82nd Texas Legislature,*  
*2011*



## 1. VISITATION

### Visitation by month

The list below is a record of the Alamo's visitor count for the years 2009, 2010 and 2011.

#### 2009

MONTH	COUNT
January	161,894
February	161,558
March	221,199
April	224,948
May	212,118
June	257,071
July	294,179
August	237,981
September	145,049
October	186,200
November	190,486
December	168,360
<b>TOTAL</b>	<b>2,461,043</b>

#### 2010

MONTH	COUNT
January	140,901
February	156,019
March	220,655
April	211,484
May	225,998
June	268,436
July	309,635
August	229,026
September	163,628
October	201,150
November	189,876
December	182,087
<b>TOTAL</b>	<b>2,498,895</b>

#### 2011

MONTH	COUNT
January	145,779
February	140,344
March	231,082
April	219,174
May	214,912
June	241,555
July	303,102
August	201,450
September	136,772
October	176,091
November	165,380
December	148,205
<b>TOTAL</b>	<b>2,092,764</b>

As of last year, the Gift Museum and Shrine were equipped with a new electronic system that counts traffic flow within the two structures. This system, Flonomics, has two independent servers that are maintained by Flonomics on-site. Not only are we now able to record a more accurate count of visitors, but we also have the ability to view both door counts simultaneously, as well as see if the weather is impacting attendance. Prior to purchasing this system, it was more difficult to estimate the number of visitors at the Alamo due to multiple entrances and not requiring an entrance fee.

## Visitor Experience

*Preserve the Alamo as a sacred memorial to the heroes who sacrificed themselves upon this hallowed ground, through conservation of its historical structures, education in its historical heritage, and attention to the needs of the visitors.*

–Mission Statement

As our Mission Statement asserts, we strive to give the public a positive experience when they visit the Alamo Complex. While this includes a clean accessible environment, it also means making their experience as meaningful as possible. From our observation, the visitor experience is varied and determined by the factors listed below:



### 1. The Visitor's Motive

Did the visitor come to say that he or she had been to the Alamo and was satisfied with having his or her picture taken at the Alamo?

Did the visitor come to the Alamo looking for historical information about the site and its history?

Did the visitor come to the Alamo as a Pilgrim (See Section III-2-D) and find the site revered and well kept?

### 2. Personal Interaction with the Staff

We find that the visitor experience is greatly enhanced when the visitor has the opportunity to interact with a member of the staff. This may be as simple as answering a question for directions to providing a detailed historical explanation.

Our challenge is providing personal interaction to every visitor given the ratio of staff to visitors that we see.

## Interaction with Crowd

**INFORMAL** – We stress to the staffs of all departments the importance of presenting a positive image to the public. This might be something as easy as making eye contact and a smile or thanking them for visiting the Alamo.

**FORMAL** – Our educational programming is intended to create real opportunities for the staff to interact with the public.

## Comments & Suggestions

Staff members are encouraged to listen to visitors' comments and suggestions. Visitors are told that they can leave written comments or suggestions at the front desk inside the church. To the greatest extent possible, visitors who leave comments or suggestions are contacted with a reply.

## Complaint Handling

On-site visitors are given the opportunity to write down and leave their comments at the front desk in the church (see sample card Attachment A), as well as, speak to the Alamo Executive Administrator or the Director of Administration if on the Complex grounds. If contact information is provided on the card, we reply to their concerns. Com-

plaints and comments that are forwarded by mail or email are answered. We aim to maintain a professional tone and, when possible, provide a reply that addresses the issue.

## Recommendations

- ★ Establish a visitor survey program beyond comment cards. This will help determine if visitor expectations are being met. It may also provide valuable demographic information that will assist in guiding and programming as well as useful information required for grant applications.
- ★ Provide staff training to emphasize the importance of customer service and taking personal responsibility for ensuring that each visitor has a positive and meaningful experience.
- ★ Develop a policy and procedure for collecting comments, compliments and concerns, as well as, a procedure for our responses.

## 2. HOURS OF OPERATION

### General Public

#### NON-PEAK TIMES (SEPTEMBER – MAY)

Open from 9 a.m. to 5:30 p.m., 7 days a week  
(Closed on Christmas Eve and Christmas Day)

#### PEAK TIMES (JUNE, JULY, & AUGUST)

9 a.m. to 7 p.m., 7 days a week

*NOTE: There is no admission charged for entrance into the Alamo Complex during the times outlined above.*

### Special Events

Special Events such as 1st Saturday at the Alamo or Fall at the Alamo are held during normal business hours.

Special Events designed to raise money such as The Alamo Under Siege are scheduled after normal business hours because we can control access to the grounds.



## 3. RENTAL OF ALAMO COMPLEX

The buildings on the Alamo Complex are available to rent for events that are specifically defined as historical, educational or patriotic. Suggested usages of the Alamo Complex would be military retirements and reenlistments or luncheons/dinners in Alamo Hall. The rental information and details outlining how to request usage of the Complex, including private tours and use of the Gift Shop Museum are included in Attachment B of this document. Multiple payment options are available and a list of approved full-service caterers can be provided. *Note: The Alamo shrine is not available for rent.*

## 4. ACCOUNTING

Current budget fiscal year is June 1st through May 31st. The Alamo will be submitting an initial 15-month budget that will cover the period of June 1, 2012 through August 31, 2013. Each plan hereafter will cover a period of 12 months

to correspond with the state's budgetary cycle of September 1st through August 31st.

## Funding Processes

The Alamo gets a majority of its funding from sales in the gift shop and donations from visitors. The Alamo also receives additional income from Special Events, Photogenic, and vending machines.

## Audit Requirements

Periodic audits will be conducted by GLO Internal Audit as indicated in the annual audit plan. Quarterly cash review by GLO Fiscal Management staff.

# 5. REPORTING REQUIREMENTS

## Scheduled Reports

**Monthly Report by all departments to the Alamo Executive Administrator and GLO.**

**PURPOSE:** Update the Alamo Executive Administrator and GLO on proposed or ongoing projects for their approval.

**Annual Report (May - Convention) for Alamo Executive Administrator, GLO and DRT Board of Management**

**PURPOSE:** To inform the DRT of the activities over the preceding year.

# 6. INSURANCE POLICIES

The Alamo's current insurance broker is Insurica Insurance Management Network. The named insured are the Daughters of the Republic of Texas and The Alamo Park Complex. Policy Term is April 20, 2012 to April 20, 2013. Locations are 300 Alamo Plaza and 723 E. Houston St. (the Gallagher Building). Insurance coverage is in the following areas:

- ★ **Property:** \$3,500,000; **Contents:** \$1,250,000; **Business Income:** \$1,000,000; **Museum & Fine Arts:** \$2,000,000 – *Travelers Insurance Company*
- ★ **General Liability:** \$2,000,000 – *Travelers Insurance Company*
- ★ **Workers' Compensation:** \$500,000 – *Texas Mutual Insurance Company*
- ★ **Umbrella:** \$10,000,000 – *Travelers Insurance Company*
- ★ **Excess Professional Liability Package Option:** \$2,000,000 – *Travelers Casualty & Surety Company of America*

The total yearly premium is \$75,577.00. For complete plan details see Attachment C.



# 7. PHYSICAL INVENTORY

## Bar Coding & Verifying

The Alamo was previously assigned the Agency Number 811 by the Office of the Texas State Comptroller for reporting inventory to the State Property Accounting System (SPA). All items have been transferred to the General Land Office, Agency 305, by the Comptroller's office for inventory consistency.

A joint effort with the GLO is currently under way to verify and locate all capital items and artifacts, tag the items, photograph the artifacts and create an internal file to include back-up documents for use during future annual inventory checks and internal audits by the GLO. After all items have been photographed, the property custodian will work with the IT staff to put all the items on the Web for research and identification purposes. Each item will be tagged with a unique number and bar code, which when scanned will identify the item, its location, condition of the item and the staff member responsible for the asset.



Alamo and GLO staff will also implement a new Transfer and Surplus Procedure to allow more structure when assets are relocated within the Alamo Complex, moved to storage or moved off-site for preservation or repair. The paperwork completed on-site will then be scanned and forwarded to the GLO Administrative Services Property Control Officer to validate and update the Comptroller's SPA system. There will also be a process to surplus assets once they are no longer of use at the Complex. This course of action will ensure that all SPA records are current and proper State procedures are followed for property sale or disposal.

Items in the Alamo Collection are also tracked on museum software "PastPerfect." This program has the capability of assigning each item an individual six character number to coincide with SPA. The Alamo will continue to track artifacts using this software in addition to entering and controlling the applicable items on SPA.

## **8. IT OPERATIONS**

### **Current Computer/Server Configuration**

The Alamo Complex currently operates with a multi-server configuration with the high demand operations being administered from a main server and two additional units serving as backups. The Gift Museum operations run on a separate server with an off-site contracted backup system housed out of state.

### **Repair Tracking Procedures**

Repairs are currently done on an as-needed basis, and are tracked by the Director of Administration and Pinnacle Computers, the Alamo IT vendor. All computer issues are presented to the Director of Administration and an attempt is made to correct the issue in-house. If the issue cannot be resolved the contractor is called for assistance.

### **Other Internal Systems (*phones, security cameras, alarms, etc.*)**

The phone system at the Alamo is contracted through Mitel and AT&T. The security cameras located in the Gift Shop and the fire and security alarms, located in all the Complex buildings, are monitored by on site 24-hour security and are currently being serviced by ADR. The Gift Museum and Shrine are equipped with an electronic system that counts traffic flow within the two structures. This system, Flonomics, has two independent servers that are maintained by Flonomics on-site.

## **9. INFORMATION TECHNOLOGY FUTURE PLANS**

A team from the Information Systems Division (IS) of the GLO has made several visits to the Alamo to research the



current IT structure and determine what, if any, changes need to be addressed within the next budget cycle and over the next 2-5 years. It was initially determined that the current system, personnel and Pinnacle Computer Services have performed to their best ability working on a very limited budget. The research team, however, has submitted a preliminary report outlining some modifications to systems and policy suggestions that need to be implemented at the Complex.

The items that should be addressed during this budget cycle include the replacement of outdated network cabling, implementation of structured wiring strategies with higher performing components,

development of a planned server and personal computer refresh program, administration of a Complex-wide unified disaster avoidance/backup/recovery strategy for all servers and establishment of a annual recurring funding set-aside for break/fix services. This allocation would be managed by GLO IS staff to ensure all recently accepted strategic policies for upkeep and preventative maintenance are performed on a regular basis.

The Director of Administration is working with the City of San Antonio to identify some electrical power problems that have been experienced at the Alamo Complex. It would be prudent to implement a Complex-wide power conditioning system to minimize the impact of power surges on State-owned electrical devices. We would also look at the implementation of new fiber-optic links between buildings to enhance reliability and to expand opportunities for digital multimedia communications, procure third-party services for redesigning and hosting the Alamo website, and integrate digital multimedia services into the Alamo experience to provide multimedia guided tours. All of the enhancements and upgrades mentioned in this paragraph will be reviewed and funding estimates submitted for inclusion in future budget cycles and presented as viable projects for implementation.

## Recommendations

- ★ Replace outdated network cabling.
- ★ Implement structured wiring strategies with higher performing components.
- ★ Develop a planned server and personal computer refresh program.
- ★ Administrate a Complex-wide unified disaster avoidance/backup/recovery strategy for all servers and establish an annual recurring funding set-aside for break/fix services. This allocation would be managed by GLO IS staff to ensure all recently accepted strategic policies for upkeep and preventative maintenance are performed on a regular basis.
- ★ Implement a Complex-wide power conditioning system to minimize the impact of power surges on State owned electrical devices. We would also look at the implementation of new fiber-optic links between buildings to enhance reliability and to expand opportunities for digital multimedia communications, procure third-party services for redesigning and hosting the Alamo website, and integrate digital multimedia services into the Alamo experience to provide multimedia guided tours.



## 10. ACCESSIBILITY

### Current Requirements

*"Persons with disabilities should have independent access to all public areas and facilities inside historic buildings. The extent to which a historic interior can be modified depends on the significance of its materials, plan, spaces, features, and finishes. Primary spaces are often more difficult to modify without changing their character. Secondary spaces may generally be changed without compromising a building's historic character. Signs should clearly mark the route to accessible rest rooms, telephones, and other accessible areas."<sup>1</sup> —National Park Service*

The Alamo consists of historic buildings that would be significantly changed if required to be retrofitted according to the standards and requirements mandated by ADA. Fortunately, the historic buildings (Church, Long Barrack, DRT Library/Alamo Hall, and Gallagher Building) are all wheelchair accessible. The curator's staff works with mobility-impaired visitors to ensure they have access to artifacts and files stored on the second floor.

The buildings of the support area (Security Office, Accounting/Payroll Office, Alamo Committee Room, and Rest rooms) as well as the DRT Library are wheelchair accessible. Sidewalks on the grounds leading to the Alamo's buildings are also wheelchair accessible.

The Alamo has a visitor brochure that is available in Braille. On request, we arrange for qualified interpreters to sign for hearing impaired visitors. We also have our standard visitor brochure available in seven languages: English, Spanish, French, Italian, German, Chinese, and Arabic.

## 11. MAINTENANCE PLAN

The Construction Division of the GLO has made numerous visits to the Alamo Complex and is working in conjunction with the current Alamo Maintenance Staff to create a prioritized list of all repair, replacement and monitor items that need to be addressed at the Complex. They have completed the preliminary work and have a detailed list of all areas that need to be addressed and have ranked the projects as follows:

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1

[Source: <http://www.nps.gov/hps/tps/briefs/brief32.htm#Moving Through Historic Interiors.>]

- ★ **Priority 1** – Health and Safety Projects
- ★ **Priority 2** – Deteriorated/Deteriorating Conditions
- ★ **Priority 3** – Maintain Optimal Working Conditions

Each priority is more defined by addressing the location of the needed repair and the estimated associated cost. Details of this plan are outlined in Attachment D of this document. Funding for projects identified in the Maintenance Plan that are directly associated with Alamo Complex preservation of the Shrine and Long Barrack can and should be funded through the Ewing Halsell grant to the Alamo. Projects not related to the preservation of the Shrine or the Long Barracks will be funded from other sources of revenue at the Alamo.

Naturally the first concern is the safety of our visitors and staff, therefore we will be addressing these Priority 1 modifications immediately. Some examples of Priority 1 projects would be electrical, sidewalk leveling, replacement/installation of new fire warning equipment, replacement of rotting wood, etc.

Projects categorized as Priority 2 will address deteriorating conditions to ensure the life of the structures at the Alamo Complex are extended, as well as, focusing on allowable improvements to increase efficiency and provide a continued pleasant visit for our guests. Examples of these projects would be replacing aging air conditioning units that have had numerous repairs, replacing frames, caulking windows, replacing roofs versus patching, etc.



Priority 3 projects will concentrate on proper maintenance to avoid as many emergencies or preventable events as possible. Although a project at this level does not require the urgency of that associated with health and safety, it does still need to be taken seriously and addressed within a timely manner, funds permitting. Doing so would provide proper planning, scheduling and circumvent higher costs that would be associated with an emergency and the need to possibly inconvenience our visitors.

The Construction Division is completing work on a multi-year plan for the Alamo. This plan includes a complete inventory of all the facilities on the Alamo Complex and all related operational equipment, materials and structure specifications. For example, a register of this detail will allow logically set replacement dates on industrial equipment like air conditioning units based on expected life cycles, repair history and warranties, address necessary electrical panel upgrades and retrofit where new technology allows.

## Recommendations

- ★ Complete work on a multi-year plan for the Alamo.
- ★ Set replacement dates on industrial equipment like air conditioning units based on expected life cycles, repair history and warranties, address necessary electrical panel upgrades and retrofit where new technology allows.
- ★ Address necessary electrical panel upgrades and retrofit where new technology allows.
- ★ Implement structured wiring strategies with higher performing components.

## 12. HORTICULTURAL DEPARTMENT

### General Maintenance

The staff routinely uses blowers each morning to cleanup both the turf and bed areas prior to opening at 9 a.m. Our staff members cultivate the beds, pull weeds, trim as needed, and hand water two to three times per week. The turf areas receive irrigation, mowing twice per week during the height of the growing season and Zoysia grass is fertilized once a month. The turf areas are aerated every two to four weeks, or as needed. The shrub/ground cover beds are watered using the drip irrigation system.

### Landscaping of the grounds

The shrub/ground cover beds ordinarily have two annuals plantings per year. Once the old crop is pulled out, the soil is prepared by adding an inch of compost and turning the soil. We rake out the lumps of clay and then plant the bedding plants.

Landscaping is similar for the larger beds where we add soil to bring the levels up. The planting is phased in and when completed, mulch is applied to the surface.

Renovation of the turf is done when there is little left for a recovery to take place. Tilling is employed to break-up the compacted soil, the rocks are removed and the surface is levelled. Sod is laid and landscape soil is spread over the lines in the sod. This is when the waiting begins. The time needed for a successful establishment is approximately 90 days. The area is roped off entirely to encourage growth and avoid damage from foot traffic.



The tree trimming is completed once a year. In consultation with the arborist we select the most pressing needs. We strive to trim all the trees every three years, or as needed. There are some trees in the turf areas that we trim every other year, to allow more sunlight to reach the grass. Trees are fed every year by digging feeding holes in the soil to aid in aeration.

### Horticulture Department Hours

**Horticulturist:** 5 a.m. to 2 p.m.

**Gardeners:** 6:30 a.m. to 3 p.m.



## 1. BACKGROUND AND DESCRIPTION

With an iconic shape and a compelling story, the Alamo is one of the most instantly recognized historic sites in the nation and around the world. However, until only recently has this recognition been complemented through the use of a standardized logo that features the name “The Alamo” under the unique “hump” parapet roofline.

In 2011, the federal trademark was acquired for the name and logo by the State of Texas, and sublicensed to the Daughters of the Republic of Texas for use in promoting and marketing the site. This includes use on printed and broadcast materials, merchandising and online uses.

Following the achievement of a protected, trademarked logo, the immediate marketing goal of the Daughters of the Republic of Texas is the application of key messages to create a strong statewide, national and international brand for The Alamo. This brand will convey the values associated with the site and strengthen the top-of-mind placement for the 300-year-old site.

### Key Messages

The Alamo brand is to be built on five key messages, embedded in all marketing collateral, print and media, to the greatest extent possible:

- ★ The Alamo represents over 300 years of history. From its founding as an early Spanish mission to serving as a military garrison for armies from five different nations, the Alamo has played a vital role in Western civilization.
- ★ The Alamo is the Shrine of Texas Liberty. The Battle of the Alamo on March 6, 1836 was a pivotal conflict in the Texas Revolution and led to the Texian victory at San Jacinto and the establishment of the Republic of Texas. The Battle and the legends surrounding it help define the identity of Texas. People worldwide continue to remember the Alamo as a heroic struggle against impossible odds — a place where men made the ultimate sacrifice for freedom.
- ★ The Alamo represents a cultural crossroads due to its importance to Spanish and Mexican culture as a Catholic Mission and military garrison, and its importance to Anglo culture for its role in the legendary Battle of the Alamo in 1836. It is considered sacred ground by several different cultures.
- ★ The Alamo is a world-class destination with over 2 million visitors a year, located in the heart of downtown San Antonio.

- ★ Supported entirely by donations, merchandising and private funds, the Alamo is open 363 days a year and admission is always free.

## Logo and Trademarks

On July 26, 2010, the State filed U.S. Trademark application No 85/092,869 ("State Application") for the mark THE ALAMO that it owns through both its ownership of the Alamo Complex and through the use of the mark by the DRT solely as custodian and trustee for the State, for services as follows;

- ★ Museum services, namely, exhibiting to the public a historic site
- ★ Guided tours of a historic site
- ★ Retail gift shop services
- ★ Vending of souvenirs

Included under this trademark protection are the names "The Alamo" and "Alamo" and all names, logos, emblems appearing in all trade names, trademarks, service marks and proprietary designations, as words, fonts and designs and in all stylized forms, logos, emblems, symbols and colors (and copyrights contained therein), and the goodwill symbolized thereby, including, but not limited to:

1. Alamo
2. The Alamo
3. Allies of the Alamo
4. Tour de Alamo
5. The Alamo and Roof Line logo (shown below)
6. 175<sup>th</sup> Anniversary Battle of the Alamo logo
7. Alamo Kids
8. Battle of the Alamo
9. Remember the Alamo
10. First Saturday at the Alamo
11. Texian Court Day
12. Alamo Day Camp
13. Alamo Art Show
14. Alamo Young Couriers
15. Agua Del Alamo, U.S. Registration No. 2,497,551
16. Alamo Plaza
17. The Alamo Network
18. All names, graphics and artwork in or on all goods, their labels and packaging for sale now or in the past in the Alamo Gift Shop in which the DRT has trademark rights, trade name rights, copyright, license or a proprietary interest, and the molds and plates for making them.





## **Alamo Logo**

**Line Art:** Roofline design

**Font:** Minion Bold

**Pantone Color:** PMS 1815c

## **Component Names**

The entire 4.2-acre complex under state ownership is known as “The Alamo.” Within this complex, there are a number of separate components:

- ★ The Church, or Shrine, including the Façade
- ★ The Long Barrack Museum
- ★ The Cavalry Courtyard
- ★ The Wall of History
- ★ The Sales Museum, or Gift Shop
- ★ The DRT Library at the Alamo
- ★ Alamo Park
- ★ The Alamo Acequia
- ★ Alamo Hall

## **Public Program Names**

### **First Saturday at the Alamo**

An inter-active living history event that is designed to give visitors a glimpse of life at the time of early Texas. Each event focuses on different time periods in Texas history, with events appropriate to each.

### **The Alamo Young Courier Program**

An educational activity booklet geared toward children 5 to 10 years old. Inside the booklet are 20 pages of fun and educational activities. In it, kids will find everything from a crossword puzzle to a math worksheet in which they must calculate how many shots a soldier can shoot with his musket. The booklet is available for sale in our Gift Museum. This price includes the Alamo Young Courier Badge.

### **To the people of Texas and all Americans in the World: The Alamo Under Siege**

A gallery presentation including seven scenarios in which re-enactors depict the events and conversations leading up to the Battle of the Alamo. This annual event held the last Friday in February is held in the Alamo Amphitheatre and includes a Mexican Army Camp and period music.

### **Bexar 1835: Prelude to the Alamo**

The Daughters of the Republic of Texas and the Alamo present a unique educational opportunity on the second Saturday evening of December each year. The public is invited to view a museum gallery presentation entitled B  xar: December 1835--Prelude to the Alamo. Visitors will be escorted to the Alamo Amphitheatre to view a series of historical vignettes designed to tell the story of the Battle of B  xar and events that led to the second battle for the town—the Battle of the Alamo.

### **Fall at the Alamo**

This annual event held the second Saturday of October brings living historians to the Alamo to demonstrate the daily lives of the people of San Antonio during the period from 1835 to 1846.

Exhibits and demonstrations on textiles are located in Alamo Hall. Other ongoing exhibits are located throughout the grounds.

Teachers and students are especially welcome. Demonstrations by participants are designed to meet various components of the Texas Education Agency's new Texas Essential Knowledge and Skills for Social Studies.

### **Alamo Day Camp**

The Alamo invites children ages 9 to 15 to make new friends, have fun and engage themselves in the history of the Texas Revolution and the Alamo. Some activities include: Alamo History, School of the Soldier, Period Cooking, Fire Starting, Period Crafts, Period Games and Toys. This one-day camp is held several times each summer on the grounds of the Alamo. Camp begins at 9 a.m. and ends at 3 p.m.

### **Alamo Audio Tour**

This tour incorporates music, narration, interviews, and sound effects to provide an in-depth understanding of the Battle of the Alamo and the Texas Revolution. The 45-minute audio tour features Alamo Historian and Curator, Dr. Richard Bruce Winders and other Alamo staff members. The tour is offered in English, Spanish, German, French and Japanese.

### **Alamo Battlefield Tour**

An hour-long walking tour that will lead you through the Alamo Battlefield of 1836. The tour includes points of interest about the battle, for example, where men like David Crockett and William Barret Travis lost their lives. This tour takes place in Alamo Plaza.

## **Institutional Tags**

In print and broadcast materials, the following tags should be used to the greatest extent possible:

1. The Alamo is owned by the State of Texas under jurisdiction of the Texas General Land Office. At the direction of the Legislature, the Alamo is operated by the Daughters of the Republic of Texas under contract to the Land Office. Established in 1836, the Texas General Land Office is led by Texas Land Commissioner Jerry Patterson.
2. The Alamo is owned by the State of Texas under jurisdiction of the Texas General Land Office and operated by the Daughters of the Republic of Texas. Admission is always free.

## **2. MASS MARKETING**

### **Website**

Currently, the Alamo uses one primary Web address ([www.thealamo.org](http://www.thealamo.org)) for web marketing. Until recently, there were other Web addresses that were also used as vehicles for public marketing, but they have been closed and redirected to the primary site.

The website is several years old. It has no social media interaction and relies heavily on outdated animated Web graphics to convey vital parts of the content. The text and some functionality of the website has recently been updated.

The website is scheduled for a complete redesign in the next 6 to 12 months.

## CURRENTLY EXISTING CONTENT

### I. The Battle

- A. History Overview
- B. The Texas Revolution
- C. In Their Own Words
- D. Chronology
- E. The Defenders
- F. Weather
- G. Alamo Myths



### II. Visitor Information: Overview

- A. San Antonio
- B. Mission (about the DRT)
- C. FAQ
- D. Events (calendar)
- E. Hours of Operation
- F. Location (with Map)



### III. Resources

- A. Visiting
- B. Lesson Plans
- C. Readings
- D. Research
- E. Media (wallpapers)
- F. History Hunt
- G. Patch Program
- H. Worksheet 1
- I. Worksheet 2



### IV. Become A Hero

- A. Contribute
- B. Donation PDF
- C. Allies of the Alamo
- D. Bricks
- E. Brick Order Form
- F. Living History
- G. Volunteer (Docents)

### V. Allies of the Alamo *\*\* duplicates above section*

### VI. Alamo Young Couriers Program

### VII. Events *\*\* duplicates II.D*

### VIII. Volunteer *\*\* duplicates IV.*

### IX. Gift Shop *(external sales site)*



## **X. Sponsors**

## **XI. DRT Library** (*external DRT Library site*)

## **XII. Contact**

The DRT also maintains a very robust website for the DRT Library at the Alamo ([www.drtl.org](http://www.drtl.org)) but the content is not Alamo-specific.

### **ANALYTICS (SEE ATTACHMENT F)**

According to Google Analytics embedded in the site, 787,266 people visited the Alamo website from April 1, 2011 to April 30, 2012.

During this yearlong period, the website attracted:

- ★ 944,123 Visits
- ★ 787,266 Unique Visitors
- ★ 3,531,825 Pageviews
- ★ 3.74 Pages/Visit
- ★ 00:02:31 Avg. Visit Duration
- ★ 32.71% Bounce Rate (The rate at which visitors leave the site after viewing one page.)

Overall, during the year, the Alamo website had 82.72% new visitors and only 17.28% return visitors. The Alamo site was visited from 188 countries on every major continent, including 802 from Russia, 529 from China, 58 from Iran, 73 from Nigeria and 201 from Indonesia.

## **Social Media**

### **FACEBOOK**

The Alamo maintains a primary “authorized” Facebook fan (<http://www.facebook.com/pages/The-Alamo-Authorized-Page/123646676862>) page along with other secondary pages, including one for Allies of the Alamo (<http://www.facebook.com/profile.php?id=100000821257234>) and one for the DRT Library at the Alamo (<http://www.facebook.com/DRTLlibrary?ref=ts>). “Remember The Alamo”: <http://www.facebook.com/pages/REMEMBER-THE-ALAMO/297126751797>

Currently the Alamo Authorized Facebook page has 3,800 likes, a relatively small number for the number of years it has been online, and the number of visitors to the website.

In March 2012, the page was visited 1,365 times and received 185 “likes.”

The Facebook page is updated infrequently, about once a month.

### **TWITTER**

There is no official Alamo Twitter account. Previously, the account AlamoSATX had been used, but it has been discontinued.

### **MOBILE APP**

In 2010 the Alamo contracted with Geoki, Inc. to develop an iPhone app for the Alamo. The contract with Geoki gave them exclusive rights to develop Alamo mobile applications for a five-year period. The development of the app was done quickly (in four months) at no up front cost, with the assumed return on investment coming from a high



generated less than \$500 in income for the Alamo. The developer has chosen not to pursue updates and to essentially abandon the app.

price point for the app, \$3.99. The Alamo derived a sliding scale royalty from 20% to 30% of adjusted gross receipts, based on volume. Apple received its standard 30% royalty.

The app was launched in a ceremony at the Shrine on October 15, 2010. Available exclusively from the iTunes store, the app has not sold well. Sales have been insignificant, averaging less than one unit per day over the last several months. This is due in no small measure to the high price of the app and the lack of promotion.

For a development cost that is estimated to be in the tens of thousands, the app has

### **Mass Marketing Recommendations**

- ★ Redesign the website completely to streamline information, support key messages, drive donations, increase online gift shop sales (vendor-dependent) and become the source for correct historical information on the entire history of the Alamo. Plan major media release for new website “go live” event.
- ★ Fully utilize the authorized Alamo Facebook page to drive followers to the website. Post more interesting, engaging content more frequently. Purchase small, targeted social media buys on Facebook, ad words, etc. to generate “likes.”
- ★ Turn the Allies of the Alamo Facebook page into an invited Group page exclusively for members (see Allies recommendations for more).
- ★ Re-engage the Twitter account for instantaneous updates from the Alamo including upcoming events, live events, educational updates, preservation happenings, gift shop sales, etc.
- ★ Solicit proposals from current, exclusive mobile applications developer (Geoki, Inc.) about revising/replacing Alamo iPhone app with new and improved app. Consider developing a cross-platform mobile app.

## **3. TARGETED MARKETING**

### **Brochures**

The Alamo produces a full color brochure for visitors that describes the complex and the 1836 battle. The most recent order in 2012 consisted of 315,000 brochures in multiple languages (English, German, Spanish, Chinese, Italian, Japanese, Arabic, and French).

The staff distributes approximately 17,000 a month during non-peak season, and up to 40,000 a month during peak season in June, July, and August.

Currently, the brochures are also distributed at the other San Antonio Franciscan Missions, the City of San Antonio Visitor Center across the Plaza from the Alamo and some of the travel centers throughout the city.

## Email Blasts

The Alamo currently uses a third-party vendor, Constant Contact, for mass email distributions. Acquired over several years, the current email database is approximately 25,000 addresses.

In the last year, 46 email blasts via Constant Contact were distributed. These email blasts included Allies newsletter updates, membership pitches, Alamo calendars of events and other various communications.

Reports available via Constant Contact show that for a distribution of approximately 25,000 emails, around 10% are “bounced” or never received, less than 20% open the emails, while those who actually “click-through” to an included link are usually 10% or less.

## Signage

The Alamo staff is currently considering plans to augment and improve signage at the Alamo to improve the visitor experience and raise awareness of Alamo history, ownership and rules.

One consideration has been the possibility for increased use of QR codes on Alamo signage to increase user interaction and improve the visitor experience.

### Targeted Marketing Recommendations

- ★ Continue and improve the Alamo brochure to expand historical information available and increase information about the visitor experience at the Alamo. Make the brochure available online. Increase use of the brochure outside of San Antonio, including TxDOT travel stops, other statewide tourist destinations, etc.
- ★ Increase and improve the emails sent via the Constant Contact service. Improve “opens” and “click-through” rates for each distribution by cleaning up email lists and working with local partners to expand address list. Tie-in all social media to email campaigns. Increase historical information, timely event information and other added value for each online newsletter. Post online newsletters/updates on Alamo website in a centralized location organized by date.
- ★ Consider possibility of doing a visual, geo-location based virtual tour using a specially developed mobile app for tablet-based computers, such as an iPad. Computers could be personally owned or rented on-site similar to audio tour equipment.

## 4. MEMBERSHIP PROGRAM

### Allies of the Alamo

The membership program for the Alamo is called Allies of the Alamo. The program was launched on February 23, 2010 as a sustained small donor membership effort designed to build a reliable constituency of supporters while maintaining a flow of small donations for the Alamo. Its launch was accompanied by a series of new advertisements and promotional materials, and considerable statewide press. The announcement was held at a public event in the Shrine, and Texas First Lady Anita Perry attended the launch in person.

Allies memberships are for a period of 12 months, with renewal reminders sent at the end of the term. Upon joining the program, a member would receive premiums for membership, including Allies of the Alamo wristbands, a commemorative 175th anniversary medal, a gold pin and a regular newsletter update from the program.

The Allies program publishes a quarterly newsletter with email updates monthly, or as necessary.

As of April 2012, the Allies of the Alamo account had a balance of \$102,830.99.

Approximately 800 had become members over the life of the program, with approximately half that number remaining active (within the 12-month term) as of April 2012.

## Membership Program Recommendations

- ★ Survey existing and cancelling members to gather input on revising and improving the program using an online tool like Survey Monkey. This can be an ongoing process but immediate input is needed on improvements.
- ★ Revamp and reinvigorate Allies of the Alamo program. Improve member benefits, clarify donation levels, streamline calendar for membership updates / newsletters and communications. Increase opportunities for exclusive membership events at the Alamo. Increase re-enlistment in the program through new benefits for returning members, multi-tiered benefits for long-term members.
- ★ Dramatically increase promotion of the program, including possibility of limited advertising on social media, in print ads (possibly in-kind) and on billboards.
- ★ Strengthen Allies presence on the redesigned Alamo website. Convert the Allies of the Alamo Facebook page into an exclusive Group page available only to invited members. Create online partnership programs that will link to the Allies content from external websites in exchange for membership.
- ★ Gather annual metrics including number of Allies yearly renewals, number of membership upgrades, total amount of donations raised, etc.
- ★ Utilize local and statewide relationships to increase participation in the Allies program through promotion, advertising, special offers, in-kind donation of goods or services.

## 5. EARNED MEDIA

From April 2011 to April 2012 the Alamo received the following press nationwide:

- ★ **Newspaper Articles:** 46
- ★ **Television Stories or Mentions:** 109

This includes news specifically about the Alamo Complex, as well as casual mentions of the Alamo. It excludes use of the word “Alamo” in other capacities, such as “AlamoDome” or “Alamo City,” etc.

Currently, the Alamo also hosts regular and frequent media tours for writers, and columnists from around the country. No follow up with these writers is conducted at this time.

## Earned Media Recommendations

- ★ Increase number of media advisories, press releases, media availabilities from the Alamo.
- ★ Increase availability of Alamo leadership/GLO leadership to provide interview opportunities for press events or news happenings.
- ★ Improve follow-up with individuals brought to tour the Alamo by the San Antonio CVB. Build a media database of interested writers, producers, filmmakers, etc., that have visited or would like to visit the Alamo.

## 6. PAID MEDIA

There has been no major expenditure for paid advertising for the Alamo within the last year. No advertising is planned at this time.

### **Paid Media Recommendations**

- ★ Examine possibility of identifying regular budget for Alamo advertising.
- ★ Develop schedule of small budget, highly targeted social media advertising, including Facebook Ads, Google Ad Words, etc.
- ★ Continue to develop media sponsorships that may include in-kind, or partial in-kind, advertising for radio, print, TV or online media outlets.

## 7. LOCATION MARKETING

The Alamo is also the site of numerous location shoots for local, national and international movie and TV productions. Each production is required to complete a location agreement with the Alamo.

Within the last year, the Alamo has been featured in several TV productions, including Laura McKenzie's TRAVELER program, in association with USA Weekend, ([http://www.lauramckenziety.com/\\_travel\\_home.html](http://www.lauramckenziety.com/_travel_home.html)), National Geographic's "America's Lost Treasures," History Channel's "America's Book of Secrets" and TLC's "The Little Couple" (<http://tlc.howstuffworks.com/tv/little-couple>). The Alamo was also prominently featured in the new season of "Top Chef: Texas" but the shoot occurred previous to this year.

### **Location Marketing Recommendation**

- ★ Develop a standardized location marketing package that includes information about the Alamo, including shooting locations, sample location agreements, etc.

## 8. THIRD-PARTY SPONSORS

The Alamo also relies heavily on named, third-party sponsors for local goods and services.

The most prominent example is The Emily Morgan hotel. For several years, the Emily Morgan has been given the title of "Official Hotel of The Alamo" in exchange for discounted rooms and food for DRT/Alamo members and visitors, and other in-kind benefits.

There is no monetary income derived from this partnership.

### **Third-Party Sponsor Recommendations**

- ★ Catalog and clarify existing third-party sponsorships, including a standardized benefits form for sponsors and for the Alamo.
- ★ Develop targeted sponsorship pitches based on industry or location designed to improve visitor experience to San Antonio or the Alamo, and prove a financial or in-kind benefit directly to the Alamo.



## 1. SCHEDULED EVENTS

The Education Department has a number of scheduled events it holds throughout the year. These include:

- A. 1st Saturday.** This event was begun in the early 2000s and is approaching its 10-year anniversary. The purpose of having a scheduled living history event at the Alamo was (1) to enhance the visitor experience and (2) to institutionalize the Alamo living history program. Prior to this year (2012), 1st Saturday activities were held on the lawn of the Alamo Complex that are located to the east of the Alamo church. However, the DRT has signed a contract with the City of San Antonio that will allow the Alamo education staff to hold the event in Alamo Plaza, the historic heart of the mission/fortress.
- B. Fall at the Alamo.** This living history event has been held at the Alamo since 1998 on the second Saturday of October. Invited volunteers set up displays of period crafts. The event always has a theme, examples of which have included Law and Order in the Republic of Texas, Honor in the Republic of Texas, and Politics in the Republic of Texas. The event is designed to allow the public to participate in the day's activities.
- C. Gallery Theater.** Since 2006, the Alamo has hosted two gallery theater events for the dual purpose of educating the public and creating an additional revenue stream. These events are B  xar 1836: Prelude to the Alamo and The Alamo under Siege. These events began as after hours walking tours but have evolved to include presentations held inside the Amphitheatre.
- D. Alamo Guide/Docent Continuing Education Sessions.** Periodic training sessions are held for Alamo Guides (paid staff) and Alamo Docents (volunteers). The purpose of these sessions is to ensure that members of the education department have access to the most current resources and information available.
- E. Alamo Docent Recruitment.** We hold several recruitment sessions each year to find volunteers who can augment our guide staff. These are held after hours.
- F. Living History Volunteer Training.** We rely on volunteers to supplement our personnel on staff who function as living historians. However, we are aware that visitors do not know the difference between volunteers and staff and that both represent the Alamo when they are before the public. Therefore, living history volunteers undergo a training session in which we present them with our guidelines and expectations as well as an overview of our philosophy of living history.

- G.** Fourth of July Celebration. The Alamo has established a tradition of holding public reading of the Declaration of Independence on the grounds of the Alamo every Fourth of July.
- H.** The department's staff is often called on to assist DRT in their annual events. These include a March 2 Independence Day, March 6 Commemoration, Voices, Defenders Descendent Association Memorial, Battle of Flowers Luncheon, and DRT Children Forum.
- I.** **Alamo Plaza Battlefield Tours.** Implemented in August 2011, these are paid tours in which participants are led through Alamo Plaza by a member of the Alamo's education department who explains the battle of the Alamo. We currently offer this tour twice each day. We plan to increase the number of tours during high traffic days.
- J.** **History Talks.** History talks have been a staple of Alamo interpretation. Offered throughout the day (except during the lunch break), visitors were welcome to listen to the free 20-minute presentations. However, with the implementation of the Battlefield Tours, we have reduced the number of History Talks to four per day.
- K.** **San Antonio Founders Day.** This annual event is held on the third Saturday of October. The grounds are open to area historical groups. Members of the groups assist with planning and implementation of the event.
- L.** **Teacher In-Services.** The Alamo offers a TEA certified teacher in-service to area educators. In the past we have held joint in-services with both the Institute of Texan Cultures and the San Antonio Historic Missions National Parks Service (NPS). We plan more joint sessions with the NPS.
- M.** **School Visits/History Trunks.** When possible, department staff make on campus visits to area schools. We also offer a history trunk program for teachers. There is no charge for the use of the trunk. Teachers only need to pick up a trunk and return it within two weeks.
- N.** **Day Camp.** The Alamo has a license from the State to conduct day camp activities. We began conducting day camps for children that are held in conjunction with a 1st Saturday. These are paid events.



## 2. TARGETED AUDIENCE

The Alamo has a variety of audiences it strives to service in a meaningful manner. These include:

- A.** **The Tourist.** These are visitors who are drawn to the Alamo because of its status as a historic and cultural landmark. They are satisfied if they can say they were here and have a picture to prove it. They potentially can be turned into the next category of visitor but it takes personal interaction to effect the change.

- B. The Curious Visitor.** These are visitors who have a passing interest in the Alamo and are looking for information to explain in a meaningful manner why the Alamo should be remembered as important historical landmark. With personal interaction, a Curious Visitor can be transformed into the next category of visitor.
- C. The Interested Visitor.** These are visitors who come to the Alamo looking for answers they have about what happened here and its historical importance. They come hoping to have personal interaction with the staff so they can ask questions and share their interest in the Alamo with others.
- D. The Alamo Pilgrim.** This is the opposite of “The Tourist.” These visitors have a long standing fascination and love of the Alamo. They need or desire little personal interaction with the staff because they are “experts” on the Alamo. When they do interact with the staff it is to demonstrate their high level of knowledge on the subject.

Our audiences can be broken down into several primary demographic groups:

- A. General Visitors.** These are visitors who come to the Alamo as part of their San Antonio Experience
- B. Elderhostel Groups.** These are groups of senior citizens who are brought here by destination management companies as a part of a larger tour of the city and surrounding area.
- C. Military Groups.** Several types of military groups visit the Alamo. The group we have the most interaction with are units that request formal briefings on the Battle of the Alamo, which are categorized as “Staff Rides”. We also host VIP tours for officers from foreign countries. On weekends, graduates from local training bases often come with their families to the Alamo. We are a popular venue for reenlistments, retirements, and change of command ceremonies.
- D. School Groups.** The Alamo is a popular field trip destination. Most of the schools are from the local area but some come great distances from around the state. The grades of students are predominantly 4th and 7th. We also routinely honor requests from university professors who schedule visits with Dr. Winders.



## Recommendations

- ★ Evaluate and update Teacher In-Service Program.
- ★ Develop educational packet for home school.
- ★ Work with destination management companies to increase the number of paid tours.
- ★ Bring programming in line with seasonal demands.

## 3. SPACE UTILIZATION

One of the biggest challenges for the Curator/Education Department is working within the limited space available at the Alamo. The following is a brief description of the spaces used by the department's staff.

- A. Curator/Historian's Office.** Located on the second floor of the Gallagher Building is the office of the Curator/Historian. A small storage space adjacent to this office has been converted into work space for the Alamo Conservator.
- B. Support Building Office.** The second story of the support building contains three areas that are used by the Curator/Education Department. One room is used as the primary storage area for artifacts belonging to the Alamo Collection. A second room is shared as office space by the Assistant Curator and Museum Educator. A third room is used as a storage area of the Alamo education collection (living history items) and a prep/work room. The department also maintains a small workroom on the ground floor of the Support Building.
- C. Additional On-Site Storage.** The department utilizes several small areas adjacent to the green house for storage of living history furniture and other equipment. We also have been given a portion of the green house to use as storage.
- D. Alamo Gift Museum.** The education department maintains an office in the basement of the Alamo Gift Museum. This space is shared by the guide coordinator and the docent coordinator. We also have a small closet where uniforms are stored. Guides have personal lockers in one of the basement's hallways. Areas under stairwells are used to store boxes of visitor brochures. Boxes are also stored in the hallway.
- E. Long Barrack Museum.** This museum contains a small room that is used to store boxes of visitor brochures.
- F. Audio Tour Booth.** The Audio Tour staff has a small prefab booth that houses the charges and audio wands. There is also a small sales counter from which tours can be sold.
- G. Off-site storage.** The Alamo rents storage space at an off site climate controlled storage facility located at Commerce Street and Cherry Street. Its contents include furniture and equipment no longer needed at the Alamo as well as components of older exhibits. Supplies for annual programs are also stored there (i.e., summer camp, evening events, etc.). The space is also used by Maintenance.
- H. Lecture/Conference Rooms.** The department frequently uses both Alamo Hall and the conference room in Gallagher Hall for lectures, meetings, in-services, etc.

### Recommendation

- ★ Conduct quarterly mandatory evaluations of storage areas to make sure that obsolete equipment and unused furniture are not unnecessarily using needed space.

## 4. EQUIPMENT REQUIREMENTS

### Education

- ★ Living History Equipment/Supplies
- ★ A Replacement Binding Machine
- ★ An Additional Power Point Projector
- ★ Additional Set of Receivers with Transmitters to meet the projected need of Walking/Battlefield Tours.

### Curatorial

- ★ Archival Supplies

*Note: A meeting with the GLO representative affirmed that we have been managing inventory to the best of our ability. The PastPerfect software we use is bar code capable. There should be no problems incorporating the Alamo's inventory into the GLO system since we are currently using bar codes for many items.*

## Recommendations

- ★ Continue placing artifacts in individual archival boxes with identification labels on the outside.
- ★ Clear out non-essential items from the artifact storage room.
- ★ Work with GLO employees to incorporate the Alamo's inventory into the agency's list.
- ★ Increase the number of receivers to meet current and future tour demands.



## 5. FUNDING REQUIREMENTS

- A. Education** – See Projected Budget (ATTACHMENT E)
- B. Curatorial** – See Projected Budget (ATTACHMENT E)

## 6. POTENTIAL PROGRAMS

- A. Dining with Heroes.** This would be a paid catered event in which diners would have an opportunity to interact with people (staff/volunteers) performing first person interpretation. The food would approximate that of the period. If developed, this could become a regular after hours offering at the Alamo.
- B. Adult Day Camp where participants can learn about the Alamo and the Texas Revolution.** The event would center on living history, allowing participants to experience the material culture of the period. This would be a paid activity.
- C. Introduce and use QR codes to reduce the number of paper visitor brochures needed.** QR codes can also be used to augment interpretive information available to visitors.
- D. Living History: Land Acquisition Event.** This event would teach visitors about the use of land in the Republic of Texas as a means of paying individuals for their service. It would highlight the attempt by veterans of the Texas Revolution to gain the title to the lands promised them. It will also highlight the importance of surveying. We hope to be able to hold this event at the Alamo in conjunction with the GLO.
- E. Junior Historians.** We are considering sponsoring an Alamo chapter of Junior Historians. Meeting days would be on 1st Saturday. Members would be trained as living history volunteers. We would also work with the group to teach historical research and writing skills.
- F. Living History.** We have long envisioned having a living history presence on the grounds available for interaction with school groups. Our goal for this school year is to have a living history interpreter on the grounds on Thursday and Friday during the months of April and May.

## 7. DISPLAY OF ARTIFACTS

### Current Situation

The Exhibit Policy at the Alamo has evolved over the years. As per past DRT policy, the following are the designated display areas:

- A. Alamo Church:** reserved for items associated with the 1836 battle and its personnel;
- B. Long Barrack Museum:** reserved as the place to tell the larger contextual narrative of the Texas Revolution and the Battle of the Alamo;
- C. Alamo Gift Museum:** reserved for items and stories related to early Texas History & the Battle of the Alamo.

#### THE ALAMO CHURCH

At the end of the 1990s, the DRT and staff decided to reinterpret the Church by removing the older store cases housing artifacts and focusing attention on the building as it is the most important artifact the Alamo has to offer visitors. The two side rooms (sacristy and temporary sacristy) were opened for visitors to view. Several of the wooden store cases were placed in the rooms to house artifacts. With the current work on the roof, the two rooms are closed. Our plan is to

move the newly acquired museum-quality display cases into the two rooms once they can be reopened.



#### THE LONG BARRACK MUSEUM

The Long Barrack Museum holds the Alamo's main exhibit, *The Alamo: A Story Bigger Than Texas*. Installed in September 2005, funding for the exhibit was raised through foundation grants and by donations from corporations and individuals. There is no plan at this time to change this exhibit as it is current in its historical interpretation and narrative. While suggestions have been made to add technological elements (touch screens, computer stations, etc.), the physical layout of

the building doesn't lend itself to such devices. The galleries are long and narrow, meaning we have to be careful to maintain the flow of visitors through the building.

#### THE ALAMO GIFT MUSEUM

The Gift Museum (originally called the Sales Museum) was built with a dual purpose in mind. First, it was to be a place to house museum exhibits; second, it was to house a small area for the sale of souvenirs. By the last quarter of the 20th century, the sales function of the building had increased to the point where it rivaled—and then exceeded—the building's role as museum. In the late 1990s, the interior of the Gift Shop was fitted with new fixtures and sales furniture. At the same time, several display cases were removed to make room for more merchandise. Subsequently, even more area was turned over for merchandising.

One plan advanced after the 2005 reinterpretation of the Long Barrack Museum was to extend the interpretive style (text panels and updated display cases) to the Alamo Gift Shop. The idea was to concentrate the sales merchandise in an area separate from the museum displays. An actual museum gallery, to be called the Republic of Texas Gallery, was to be created along the west wall of the building.

**NOTE 1:** The Education Department would not object to relinquishing its display area in the Gift Shop if it is determined that the additional space is required for a makeover of the sales area.

**NOTE 2:** While it doesn't involve artifacts, another important display is the outdoor exhibit known as the Wall of History.

## Recommendation

- ★ Move the newly acquired museum-quality display cases into the two rooms once they can be reopened.

# 8. ACCEPTING DONATIONS

## Scope of Collection

The Alamo's collection reflects the site's 300 year long history. Nevertheless, emphasis is placed on the Alamo's garrison and other personnel as well as its role in the Texas Revolution. Of most interest are objects from the Battle of the Alamo, objects belonging to the Alamo Defenders, objects from the Texas Revolution that provide context for the battle, objects not from the battle but representative of the period, and durable or expendable artifacts or historical reproductions for use in educational programming. For policy details see Attachment G.

## Collection Classifications

The Alamo has two classifications for objects in its collection: permanent and education. The permanent collection is defined as those objects of a historical nature meeting the scope of the collection. Furthermore, objects in the permanent collection require conservation and are interpreted and exhibited to demonstrate aspects of the Alamo's 300-year history. These objects are subject to the Alamo's deaccessioning policy.

The education collection is also used to interpret the Alamo's 300-year history, however, its objects do not have to be historical in nature and do not require a high degree of conservation based on museum standards. While the permanent collection includes objects used in traditional enclosed museum exhibits, objects in the education collection consist of artifacts, reproductions, replicas, facsimiles and other printed material that are intended to be touched and handled by the staff and public in educational programs. These objects are not subject to the Alamo's deaccessioning policy.

## Accession Policy

All proposed donations will first be reviewed by the Curator, who will notify and consult with the Alamo Executive Administrator. Once approved by the Executive Administrator, the Curator will prepare a written report for the GLO to review. No object will become part of the collection until formally accepted by the Alamo Executive Administrator and the GLO.

The permanent and education collections are intended to support the Alamo's mission statement. Considerations affecting the decision to access an object into either collection can include:



- ★ compatibility with the collection;
- ★ overall condition;
- ★ suitability for display;
- ★ size;
- ★ duplication of existing artifacts;
- ★ security constraints;
- ★ the need to construct new or adapt existing exhibit furniture; and
- ★ supports existing or future educational programming, and other similar factors.

No object will be accepted if it cannot be properly cared for and preserved. Additionally, no object will be accepted if it cannot be exhibited or used in some way to enhance the visitor experience in learning or appreciating the history of the site and the history associated with it. Objects with significant historical and/or monetary value will be recommended for the permanent collection. Objects of a durable or replaceable nature that can withstand repeated handling by the staff or public and further educational programming can be recommended for the education collection.

## Deaccession Policy

In an effort to maintain the quality and focus of the permanent collection, it may become necessary to deaccess objects in the Alamo's permanent collection. Deaccessioning occurs when an object is deemed inappropriate for the collection, the object is a duplicate, ownership of the object is questionable, the condition of the object warrants removal, or the object(s) is deemed inauthentic. After consulting with the Alamo Executive Administrator, the curator will present the object(s) to be removed from the Alamo's permanent collection to the GLO for action. Each proposal for deaccessioning an object will provide the following information: know history or provenance, current estimated market value, and legal status, reason for deaccessioning and recommended disposition. No object will be removed from the collection unless the Curator's recommendation is formally accepted by the Alamo Executive Administrator and approved by the GLO. The property custodian at the GLO will notify the Comptroller's office to have the object removed from the state inventory.

The procedure for deaccessioning is as follows: (1) If the object is a gift, the donor will first be contacted and notified of the Alamo's intention to deaccession the object, the reason for the action, and recommended disposition. If the donor cannot be located by a reasonable effort or in the event that he or she does not respond, the deaccessioning process will continue; (2) locate a more suitable repository for the object; (3) offer the object for sale at public auction or other suitable venues; (4) place the object into the education collection; or (5) destroy the object. Alamo employees, members of the Alamo Committee, members of the Board of Management, and members of the Daughters of the Republic of Texas may not buy objects offered for sale. All funds gained from the sale of deaccessioning will be dedicated to collection acquisition.

In the event of sale of a deaccessioned object that has been donated or bequeathed to the museum, the donor's name will be associated with any object or objects purchased with funds from the sale.



## Recommendations

- ★ Identify artifacts that are of interest to the visitor and help tell the story of the Alamo's history.
- ★ Modify current donation/gift/loan form to clearly outline if a gift is directed to the Alamo or the DRT.
- ★ Clarify stipulations that are acceptable for items on loan, donated or gifted in perpetuity.

## 9. CURATOR ACTIVITIES

The curator of the Alamo has established the following short-term goals:

- A.** Work with the Alamo Conservator in the work that is currently being performed inside the Alamo church.
- B.** Work with the Alamo Conservator and GLO to develop a list of conservation priorities for the Alamo Church and Long Barrack.
- C.** Work with the curatorial staff to re-box artifacts in order to provide better protection.
- D.** Work to add information regarding artifacts to our "PastPerfect" collection management software program.

## 10. ARCHIVAL POLICIES

The archives of the Curatorial Department includes the following:

- A.** Collection Files. These consist of three components: (1) Accession Books, (2) Accession File Folders, and (3) PastPerfect Museum Software.
- B.** Photographic Collection. This collection consists of printed photographs that document DRT events held at the Alamo as well as the buildings, personnel, etc. They include black & white photos as well as color. Many were taken by Charles Long, Alamo curator from 1970 through 1984, and Mr. Long's replacement, Steve Beck. The collection also includes hundreds of unorganized slides and negatives as well as BETA and VHS tapes of DRT events held at the Alamo. Since the Alamo acquired computers and digital cameras, digital photographs are now stored on the computer of the assistant curator.
- C.** Correspondence. The department's earlier paper correspondence is kept in file cabinets. Since the Alamo acquired computers, most correspondence is stored in digital form on individual computers.

## Recommendations

- ★ Review curator archives (A, B, and C) with the goal of increasing their access and usefulness.
- ★ Investigate procedures and cost of electronic backup of digital media.

## 11. ARTIFACT HOUSING AND PROTECTION

The storage and protection of artifacts belonging to the State-owned Alamo Collection has always been a high priority for this department. Nevertheless, the lack of proper storage space means that artifact management is not optimum. The lack of space means that (1) the close proximity of one artifact to another poses a danger of damage through contact; (2) artifacts risk being damaged when being removed or returned to their assigned space; and (3) routine inventory and examination is difficult as well as hazardous.

## Recommendations

- ★ Continue to place artifacts in archival storage boxes sized to protect the artifact(s) each houses.
- ★ Review contents of the storage room to identify items that are being stored that may be relocated or discarded. (We have parts of old exhibits saved that are candidates for removal and possible disposal.)
- ★ Solicit the General Land Office's advice on possible short- and long-term solutions for this problem.

## 12. ARTIFACT LOAN POLICY

### Loan Policy

The Alamo can loan objects from its collection to other educational institutions upon request, with the understanding that they will be used in accordance with the museum's standard of preservation and presentation, and that the loan of objects will not impinge upon the museum's own exhibition and educational programs. All requests for loans must be reviewed by the Curator and Director, presented to the Alamo Executive Administrator and approved by the GLO. The borrowing institution shall pay all costs associated with the loan.

The Alamo may accept loans from institutions and private individuals to augment its exhibits. All loans to the Alamo must be reviewed by the Curator and Director, presented to the Alamo Executive Administrator and approved by the GLO.

## 13. PROCESS OF CHANGING DISPLAYS

Changing displays has always been a challenge due to several factors:

- ★ Lack of preparation area;
- ★ Lack of suitable artifacts available for display; and
- ★ Lack of display space available for rotating exhibits.

The only real place for rotating exhibits at this time is the Alamo Gift Museum.

### Recommendation

- ★ If artifacts continue to remain in the Gift Museum, develop a plan to replace the old exhibiting display furniture with cases that match those in the Long Barrack Museum and Alamo church in order to bring continuity to all exhibits.



### Objectives (See Attachment H)

The preservation project at the Alamo has a set framework of conservation objectives, documentation and investigation of the historic structures. Originally it was intended that the conservation objective would be at a level of framework for conservation cleaning and consolidation. As work progressed it became clear that the level of framework would need to be technically more involved and more complex due to the friable historic surfaces that contain evidence of the Alamo's history. Therefore, the conservation objectives framework proposed is aligned, wherever possible, with the objectives of the other sectors and the overall context of the strategic goals for the preservation of the Alamo.

- ★ The Custodian and On site Conservator will assess progress of the preservation work on a monthly basis. Conditions of the historic surfaces may require additional time or less time. The existing donated scaffolding may have to be adjusted due to work area. The scope of work outlined in Attachment H may not ALL be completed in a 12 month period due to unknowns that may be discovered during preservation.
- ★ Conservator to continue preservation treatments and documentation of the walls in the Nave: Wall F, Wall E, Wall C, Wall M, Wall L, Wall K, Wall J, Wall I, Wall H, Pilaster 4A, Pilaster 7A, Pilaster 6A, Pilaster 6, Pilaster 5, Pilaster 5A, walls and ceiling of the Confessional and the walls and ceiling of the Baptismal.
- ★ Conservator to teach an intern from UTSA or Trinity about the preservation projects at the Alamo.
- ★ Conservator to conduct preservation workshops ideally for college students interested in architectural preservation. This type of workshop would be conducted at the Alamo.

### Recommendation

**LOCATION:** The Alamo Church

Continue conservation treatments and documentation of the walls in the Nave, walls/ceiling in the Confessional and the walls/ceiling in the Baptismal.

- ★ Grid wall in 3' square
- ★ Assess current condition
- ★ Photo document before conservation cleaning

- ★ Take protimeter readings
- ★ Apply emergency stabilization where required with a flexible tool.
- ★ The surface must be moistened with distilled water prior to applying edge stabilization material and moistened after application. Allow 24 hour drying time. Reapply if required.
- ★ Clean surface with a vacuum (vacuum does not touch mission plaster or mortars). The vacuum is used to remove the thick layer of dust and debris prior to cleaning with distilled water and sea sponges. This helps prevent mud puddles.

## Objectives of Conservator

Preservation projects and a long term maintenance plan for the Alamo (which includes the Shrine and the Long Barracks). The prioritized items in Attachment H provide a brief overview with an estimated cost.

The preservation plan outline is the first important step in protecting the cultural structures. The vision of the preservation plan outline is to keep the buildings in stable condition by utilizing state of the art technology. The information provided will preserve and maintain these important structures for many years.

Funding for projects identified in the Alamo Conservation Plan that are directly associated with Alamo Complex preservation and restoration will be funded through the Ewing Halsell grant to the Alamo. Projects not related to the preservation of the Shrine or the Long Barracks will be funded from other sources of revenue at the Alamo.





## 1. ORGANIZATIONAL STRUCTURE (*SEE ATTACHMENT I*)

### State Director of the Alamo

The Director of the Alamo is the GLO executive officer on the Alamo Complex and the supervisor for the Alamo Executive Administrator.

### Alamo Executive Administrator

The Alamo Executive Administrator is the DRT executive officer on the Alamo Complex and supervises Alamo staff.

### Management

#### Director of Administration

Manages day to day business of the Alamo Complex and coordinates supervisory personnel to implement policies of the Alamo in its custodianship of this historic Shrine.

#### Director of Marketing

Manages all marketing and development for The Allies of The Alamo membership, The Alamo, websites, computer technical support and activities for The Alamo.

#### Curator

Answers Historical and Curatorial Inquiries; Receives, Researches, and Accessions Artifacts; Maintains Artifact Files; Designs and Oversees Installation of Exhibits; Conserves and prepares Artifacts for Exhibits; Maintains State Property Accounting System for the site; Coordinates Annual Inventory of State Property; Manages Collections in storage; Documents Environmental Impact on the Shrine, Long Barrack, and the rest of the Complex; Conducts Community Relations Programs; Prepares reports; Supervises Curatorial Staff; Develops and oversees Education Department and Educational Programs.

### Employees

The Alamo currently has 68 full-time employees and 21 part-time employees. We also have 1 full-time temporary employee and 2 part-time temporary employees as noted in the organizational chart in Attachment H.

### Volunteers

Twenty-eight Docents volunteer on a regular basis at the Alamo. Additionally, approximately 25 individuals volunteer specifically for Living History at the Alamo.



## **1. PERIOD COVERED**

The initial budget will cover a 15-month period from June 1, 2012 through August 31, 2013. Subsequent budgets will then be on the same budget cycle as the General Land Office, September 1st through August 31st. The Alamo 15-month budget detail is found in this document as Attachment E.

## **2. APPROVAL PROCESS**

Supervisors and Alamo management develop a working budget approximately 4 months before the fiscal year is to begin. Each department is tasked with developing its budget and submitting its recommended budget the Director of Administration and the Alamo Executive Administrator. The department budgets are compiled and the budget is zeroed out based on the earnings for the Alamo. Once the budget is finalized it is submitted to the GLO, then to the Alamo Executive Administrator for approval. The budget is then forwarded to the Alamo Committee which has one month to review and make recommendations for changes. The Committee votes and approves the budget. If the Alamo Committee makes any revisions the budget must then go back to the GLO for review. If there are no changes, the budget is then sent to the GLO and the Board of Management (BOM) for final approval. The BOM reviews and offers recommendations for the budget. The budget is then voted on by the BOM. If the BOM makes any changes, the changes must be reviewed and approved by the GLO before they can be finalized. The approved budget is given back to the Alamo for implementation.

## **3. AMENDMENT PROCEDURES**

Amendments to the budget will follow the same course of action as stated above. Amendments will be submitted to the GLO for review then to the Alamo Committee for approval and then to the BOM and the GLO for approval.

## **4. DRT COMPENSATION AS CONTRACTOR**

As complete consideration for the services being performed by the DRT at the Alamo Complex, as referenced under the Interim Management and Operating Agreement, and to cover expenses incurred associated with the performance of contractor duties outlined in this Plan, the DRT is including in this document a fee in the amount of \$10,000 per month, payable to the Daughter of the Republic of Texas from Alamo funds. The fee amount should be fixed during the period beginning June 1, 2012 and ending August 31, 2013, to coincide with the State fiscal year.



## 1. HOURS OF OPERATION

Security personnel are present on Alamo grounds 24 hours a day, seven days a week.

## 2. MANPOWER REQUIREMENTS

Normal staffing reported to the Texas Department of Public Safety/Private Security Bureau is 18 full-time Rangers. Current staffing level is 15 full-time and 1 part-time employees.

1. Chief of Security (Registered and Licensed Manager with DPS and the Private Security Bureau.
2. Shift Supervisor (Sergeant) 1 per Shift (Currently only on Swing and Dogwatch.
  - a. Day Shift (0830 to 1730): 1 Sergeant and 7 Rangers required/ 7 Rangers (F/T) currently assigned with 1 additional Ranger assigned on Saturday.
  - b. Swing Shift (1630 to 0030): 1 Sergeant and 4 Rangers required/ 4 Rangers (F/T) currently assigned with 1 additional Ranger assigned on Sunday and Monday.
  - c. Dogwatch (0030 to 0830): 1 Sergeant and 4 Rangers required/ 3 Rangers (F/T) currently assigned with 1 Part Time Ranger 3 days and 1 additional Ranger on Wednesday and Thursday.

## 3. REPORTS GENERATED

1. Daily reports include:
  - a. Daily Activity Report/Log (DAR)
  - b. Interior/Exterior Patrol Log
  - c. In/Out Coding Log (Primarily used by Swing and Dogwatch Shifts)
  - d. Key Control Log
2. Monthly Activity Report generated by the Chief of Security for the Alamo Executive Administrator, the Alamo Committee, the GLO and the BOM.
3. Annual Activity Report generated by the Chief of Security for the Alamo Executive Administrator, the Alamo Committee, the GLO and the BOM.

**4. Other Reports used as needed:**

- a.** Alamo Incident Report (used for reporting all incidents on Alamo property such as arrests, detentions, and injuries/accidents/illnesses to both visitors and employees).
- b.** First Report of Injury/Illness (used for injuries and illnesses of Alamo Employees on Alamo Property where a visit to a doctor or hospital may be required).
- c.** Accident Investigation Report (to be filled out for any and all accidents involving an Alamo Employee).

## **4. HIRING REQUIREMENTS (RANGERS)**

- a.** Age 18 years or older
- b.** High School Diploma or GED
- c.** Texas Department of Public Safety/Private Security Bureau required completion of training levels I, II, and III (Commissioned Security Officer) certificates.
- d.** Military or Police experience (Preferred)



## **5. SECURITY LEVELS**

Each Ranger is granted access to all departments and areas of the Alamo Complex for Security and Safety reasons. No Ranger however has access to the Money Safes located in the Gift Museum. Access to the Donation Boxes is done by retrieving the keys from the Money Room and no one Ranger is allowed access to the Donation Boxes without a minimum escort of two other Rangers. Donation retrieval of the Gift Museum Donation boxes is done 2-3 times per week by the Chief of Security under the observation of a Gift Museum Supervisor in the Mail Room. All other donation boxes in the Shrine, Long Barracks, Cavalry Courtyard and the Main Gate are emptied daily by a minimum escort of two Rangers. Rangers do not have unsupervised access to cash registers during the hours of Operation of the Gift Museum.



## 1. MISSION

The Daughters of the Republic of Texas Library is dedicated to advancing the understanding of the unique history of the Alamo and Texas and of the lives of those who experienced it. In order to accomplish this mission, the Library Committee and staff support:

- ★ the selection and acquisition of materials about Texas focusing on the period of the Republic of Texas, 1836-1846;
- ★ the conservation and restoration of the library's holdings;
- ★ educational initiatives that promote the study of Texas history at all levels;
- ★ the accessibility of the collections to the general public;
- ★ research by lay and professional historians; and
- ★ the publication of current research.

A detailed explanation of the DRT Library's policies is provided as Attachment J.

## 2. HOURS OF OPERATION

The Daughters of the Republic of Texas Library is open for research Monday through Friday, 9 a.m. to 5 p.m. *The library may open on Saturday or Sunday by advanced appointment only (based on availability of staff).*

The Library is closed for the following holidays:

- ★ New Year's Day
- ★ Memorial Day
- ★ Fourth of July
- ★ Labor Day
- ★ Thanksgiving
- ★ Christmas Eve
- ★ Christmas Day

### 3. BENEFIT TO THE ALAMO COMPLEX

- ★ The DRT is making necessary changes for the Library to become more self-sufficient over the next 3 years by adopting revenue enhancing options to our plan (see #6 this section),
- ★ The Alamo will also be sharing vault space located in the Library building to store documents and artifacts that require a temperature controlled environment and are protected by a specialized fire suppressant system,
- ★ Constant source of information for the Alamo's Curator and Education Department,
- ★ Furnishes images and information for Alamo Exhibits (Wall of History and current Long Barrack exhibit),
- ★ Participates in the Alamo's Evening with the Heroes event providing display of documents which support accurate portrayal of the events,
- ★ Currently has artifacts on loan to the Long Barrack Museum,
- ★ Furnishes items for display in Shrine and Sales Museum when requested,
- ★ Serves as resource for the annual "Voices from the Alamo" ceremony,
- ★ Works with Shrine Hostess to furnish information to visitors,
- ★ Promotes and sells books for Alamo Gift Shop during History Forums,
- ★ Acquires documents concerning Alamo history whenever funds are available,
- ★ Serves as a resource for Alamo tour guides to prepare their history talks and personalized after-hours tours,
- ★ Serves as resource for Alamo staff who are asked to speak to other groups,
- ★ Has periodic displays of documents concerning Alamo Defenders,
- ★ Furnishes images for Alamo Gift Shop reproductions and sales items, and
- ★ Serves as depository for newspaper articles, and transcripts which document the modern history of the Alamo Complex.



### 4. POLICY FOR ACCEPTANCE OF ARTIFACTS

The DRT Library's Collections and Acquisitions Policy was adopted by the DRT Library Committee in March 2009 and is included in this document as Attachment K.

### 5. SECURITY AND STORAGE

#### Patron Supervision

The library has a single controlled entry and exit point for patrons. Researchers are greeted at the gate by a staff

member. Before being allowed to enter the library patrons must place personal belongings in a locker. Once inside the library patrons only have access to the reading room where they may use public access computers, research tables and items on the reference shelf. All other materials are retrieved by staff members. Researchers are constantly monitored by staff members while in the library. At least one staff member must remain in the reading room at all times. Staff members make photocopies for patrons. Photocopies are kept in the staff area until the patron has returned all library material and is ready to leave.

## **Inventory Control**

As items are cataloged they receive a barcode number. The barcode number is a smart barcode which is tied to the item's accession number. The barcode is printed and affixed to the item or its container. As items are requested by a patron they are checked out to that patron in the catalog system. When they are returned they are checked in. We keep the item and patron history in our catalog system for tracking purposes.

## **Building Access**

Only library staff and the Alamo Rangers have keys to the library building. Library staff members must be on staff for six months before they are issued keys. The vault receives the highest security with only professional library staff, employed more than six months, having the combination needed for access.

## **Security**

Alamo Rangers are on duty 24 hours a day, seven days a week. Rangers are available to library staff via telephone and radio during the day. At night they make regular rounds to check the library. The library is protected by a state-of-the-art fire suppression system. The library, vault and Alamo Hall are all equipped with smoke and fire detectors.

# **6. PROMOTION & REVENUE ENHANCEMENT**

- ★ Participated in March 2, 2012 Open House in conjunction with Texas Independence Day celebration, displaying the Library's two copies of the original printed Declaration and honoring Samuel Maverick and other signers,
- ★ Participate in Alamo's Evening with the Heroes event inviting guests to view documents which support the accurate portrayal of the heroes,
- ★ Sale of Fiesta medal,
- ★ Ticketed event during Fiesta Week which honors our donors,
- ★ Annual History Forum (ticketed event),
- ★ Annual Genealogy Seminar (ticketed event),
- ★ Increase merchandise offered for sale online,
- ★ Open House on First Saturdays during which the library is open as an exhibit,
- ★ Open Houses in conjunction with special events at the Alamo featuring material associated with each event,
- ★ Work with Education Dept. to make library a possible extra attraction with featured displays for after-hours tours,
- ★ Track conventions scheduled in San Antonio and when appropriate to their interests, offer them invitations to view special displays, and
- ★ Use of new revenue will be to support the Library Operations on the Alamo Complex to meet our goal of becoming more self sufficient.



## 1. REVENUE ENHANCEMENT PLAN

### e-Commerce/Website

In order to improve the website and increase sales, the web store was re-designed for easier customer navigation. The following improvements have increased our daily online sales:

- ★ “Specials” pages were added
- ★ CamCommerce centered the site content
- ★ Updated links
- ★ Added social networking elements to the site
- ★ Designed a new home page
- ★ Implemented “mouse-over” feature to zoom details

Since the new features have been added, we are able to keep the customer online to make purchases; we can also feature our best sellers or sell “online only” items.

### Gift Shop Operations

A Request for Proposal has been issued to investigate the possibility of having a third party run the gift shop operations at the Alamo. If awarded, the vendor will have a minimum net sales that must be attained monthly with a minimum increment annual guaranteed.

## 2. INVENTORY

We need to maintain a certain level of inventory in order to achieve the amount of budgeted monthly sales. We can do this by:

- ★ Reduce the quantity of items but keep the proven best sellers in each department. For example, in apparel, we can limit the number of shirts with one color option, keeping with the established themes.

- ★ Theming, or telling a story, is done by subject. For example, Alamo Defenders, Replicas and Weapons, CC the Alamo cat, Made in USA or “Go Texan” are some themes we are using.
- ★ Add new product, but keep profit margins in line.
- ★ Maintain proper mark-up to allow room for discounting (employee, DRT, couponing) and increase profits.


### 3. INSIGHT ON FUTURE SPACE

In order to have a proper plan that will allow for a visual shopping experience and controlled traffic flow, we need a store designer to draw us a plan for a remodel.

- ★ We need to increase the amount of floor space and have the four exhibit cases removed.
- ★ The diorama could be situated in a different area of the store. This plan will allow the thousands of visitors who come daily to The Alamo Gift Museum to have a good experience while shopping. It will enable store “traffic” to flow evenly around the store, directing visitors to product.
- ★ For ease of check out, we need to move all cashiers to a center cash wrap where our customers can easily find them.
- ★ Once we have a plan, we will know how many and what type of retail displays we need to showcase each themed area. For example, T-shirts, mugs, key chains, educational items, etc., of same theme are all displayed together.
- ★ Some ideas for funding new displays: one vendor has offered to make us new displays at little or no cost just for putting “Made in Texas by a Texan” plaque on it; ask other vendors to sponsor displays, we can get free displays with product purchased, etc.



## ALAMO COMMENT CARD

 The ALAMO™		
<b>Please Print</b>	<b>Comments</b>	<b>Date</b> _____
<b>Name</b> _____	_____	_____
<b>Address</b> _____	_____	_____
_____	_____	_____
<b>Phone</b> _____	_____	_____
<b>Email</b> _____	_____	_____
We appreciate your comments. They will help us to provide a better experience for our visitors. All comments will be forwarded to the Alamo Committee Chairperson for review.		

## ALAMO RENTAL AND SCHEDULING POLICIES

### RENTAL OF THE ALAMO COMPLEX

#### Pricing Information

##### **AFTERHOURS TOURS (20 PERSON MINIMUM):**

- ★ Tour Guide Led Tours: \$20 per person for tours beginning 6:00 p.m. through 7:00 p.m.
- ★ \$25 per person for tours beginning after 7:00 p.m.
- ★ Curator Led Tours: \$40 per person for tours beginning 6:00 p.m. through 7:00 p.m.
- ★ \$45 per person for tours beginning after 7:00 p.m.
- ★ Curator & Conservator Led Tours: \$45 per person for tour beginning 6 p.m. through 7:00 p.m.
- ★ \$50 per person for tours beginning after 7:00 p.m.

##### **CHOIR/BAND PERFORMANCES:**

- ★ \$35.00 for groups of 25 performers and less
- ★ \$50.00 for groups of 25-100 performers

##### **THE ALAMO GIFT MUSEUM AFTERHOURS:**

- ★ \$200.00 per hour beginning when the Gift Museum closes to the public at 5:30 p.m.

##### **ALAMO HALL & PATIO RENTAL:**

- ★ For catered Receptions or Dinners: \$1500 minimum (five hours) + \$250 per hour thereafter.
- ★ Other events are \$250 per hour. i.e. military ceremonies, meetings, etc.

##### **GALLAGHER HOUSE & PATIO RENTAL:**

- ★ For catered Dinners: \$1500 minimum (five hours) + \$250 per hour thereafter.
- ★ Other events are \$250 per hour. i.e. military ceremonies, meetings, etc.

##### **ALAMO HALL PATIO (CAVALRY COURTYARD AVAILABLE AFTERHOURS)**

- ★ \$100.00 per hour. Additional fees may apply.

##### **ALAMO GARDENS/ GRASS AREA:**

- ★ \$1,500.00 (five hours) + \$250.00 per hour thereafter. Other events \$250 per hour.

##### **MISC/EQUIPMENT:**

- ★ US & TX Flag: No Cost
- ★ Folding Chairs: \$.50 per unit.
- ★ Tables: \$4 per unit.
- ★ Podium & PA System: \$75.00

# Scheduling and Rental Policy Information

## AFTERHOURS TOURS

- ★ A deposit of 20% of the total amount due is required upon receipt and acceptance of the Rental Contract. Deposits are refundable up to two weeks prior to the event. Payment options include: VISA, MasterCard, American Express, or company check. Full payment is due the day of the event.
- ★ Final cost of tour will not be discounted due to a smaller than expected group. If a group is larger than what is contracted for the additional per person fee will be added to the total due.
- ★ Tours are considered cancelled after 20 minutes past scheduled time. No refunds will be given for no-shows. All after hour tours are One Hour in length, unless otherwise arranged.
- ★ Group Leaders/Representatives are responsible for ensuring that only authorized individuals enter the Gate/Door of the Alamo. We recommend the use of ID Badges, Tickets or Wrist Bands to identify your party.
- ★ Alamo staff will do a head count of everyone who comes through the door. This count will be given to the group leader and will be used to determine total cost of tour.
- ★ Refreshments, other than water bottles with screw-on caps, are not allowed inside the Alamo Shrine, Long Barrack Museum or Gift Shop.

## CHOIR/BAND PERFORMANCES

- ★ The Alamo welcomes elementary, middle school, high school, church and other “not-for-profit” performance ensembles.
- ★ Groups must be between 4 and 100 performers. Exceptions may be made, however approval must be secured at the time of booking.
- ★ Music performed must be appropriate for the site. Patriotic, traditional and secular music is recommended. Please keep in mind that this is a sacred site where men lost their lives and choose music accordingly.
- ★ All groups will be scheduled between the hours of 11:30 a.m. – 12:30 p.m. for a 30-minute performance. Exceptions may be made, however, approval must be secured at the time of booking.
- ★ All groups perform in the Cavalry Courtyard. Exceptions will be made if approved by the Alamo Committee. Please allow two weeks for approval process.
- ★ Fees must be paid at the time of booking. Fees are refundable up to two weeks prior to the event. Other payment options are available if made with event coordinator.

## ALAMO HALL & PATIO, GALLAGHER HOUSE & PATIO AND ALAMO GARDENS

- ★ All functions scheduled to be held in the Alamo Hall, Gallagher House or anywhere on the Alamo Complex, must be approved by the Daughters of The Republic of Texas; Alamo Committee. A written request should be submitted six weeks in advance of the event. This request must include the event’s historical, educational or patriotic association, the date and time, expected number of guests and a brief history of the organization. This request can be e-mailed or faxed to the attention of the Alamo Event Coordinator.
- ★ A deposit of 20% of the total amount due is required upon receipt and acceptance of the Rental Contract. Deposits are refundable up to two weeks prior to the event. Payment options include: VISA, MasterCard, American Express, or company check. Full payment is due the day of the event.
- ★ A list of approved full-service caterers will be provided, as well as the list of Rules & Information for Caterers.
- ★ Religious services, weddings, family parties, or similar events are not permitted.
- ★ Alcoholic beverages are not allowed on the grounds of the Alamo.
- ★ Smoking is not allowed in any building.

## INSURANCE POLICIES

INSURICA INSURANCE  
MANAGEMENT  
NETWORK

Executive Summary  
Daughters of the Republic of Texas, Inc.  
The Alamo Complex

We are pleased to present our renewal proposal for the insurance program for the Alamo Complex for the 4-20-12 to 4-20-13 policy term. The renewal premiums are:

Coverage	Prior year, 4-20-11/12	Renewal, 4-20-12/13
Property	\$18,359.00	\$17,310.00
Mechanical Breakdown	\$ 971.00	\$ 977.00
Liability	\$16,559.00	\$15,594.00
Workers' Compensation	\$25,810.00	\$24,518.00
Umbrella (\$10,000,000)	\$ 9,495.00	\$ 9,303.00
Executive Protection	\$ 5,500.00 (\$3,000,000)	\$ 7,875.00 (\$1,000,000)
	\$76,694.00	\$75,577.00

We are proposing and recommending the incumbent carriers, Travelers on all lines except workers' Compensation which is written with Texas Mutual.

A few items that warrant review:

Executive Protection policy – this policy includes your Directors & Officers, Employment Related Practices, Fiduciary Liability, Crime and Kidnap & Ransom. We have recently settled a claim for over \$100,000 and there is another claim currently in process. The Travelers has agreed to renew the entire package except with only a \$1,000,000 limit in lieu of the \$3,000,000 on the expiring policy. You can purchase excess limits above Travelers' basic program for \$4,000 for each \$1,000,000 (see proposal for details).

The total premium if the excess options are elected is as follows:

Coverage	Option I with \$1,000,000 Excess	Option II with \$2,000,000 Excess
Property	\$17,310.00	\$17,310.00
Mechanical Breakdown	\$ 977.00	\$ 977.00
Liability	\$15,594.00	\$15,594.00
Workers' Compensation	\$24,518.00	\$24,518.00
Umbrella (\$10,000,000)	\$ 9,303.00	\$ 9,303.00
Executive Protection	\$ 7,875.00 (\$1,000,000)	\$ 7,875.00 (\$1,000,000)
Excess Professional	\$ 4,000.00 (\$1,000,000)	\$ 8,000.00 (\$2,000,000)
	\$79,577.00	\$83,577.00

AN ASSUREA GLOBAL ENTERPRISE

1100 NE Loop 410, Suite 200  
San Antonio, TX 78209  
P 210.525.0500  
F 866.652.9386  
www.INSURICA.com

## COMPLEX MAINTENANCE PLAN

### ALAMO BUDGET PRIORITY LIST

General Maintenance annual allocation \$130,500

#### Priority 1: Health and Safety Items

##### LONG BARRACK AND SHRINE

- |    |  |                 |
|----|--|-----------------|
| 1. | Long Barrack fire alarm system                         | \$25,000        |
|    | Provides new fire alarm system to ensure public safety |                 |
|    | <b>TOTAL</b>   | <b>\$25,000</b> |

##### ALL OTHER AREAS

- |    |   |                 |
|----|---|-----------------|
| 1. | Sidewalks and paving  | \$45,000        |
|    | Replace concrete paving to eliminate tripping hazards walkways and provide positive expansion control at adequate intervals at patio in front of Shrine; in lawn areas between Shrine and Education Arbor; Alamo Hall Paving; Convent Court; Cavalry Court. |                 |
| 2. | Repair W. Library porch   | \$10,000        |
|    | Repair concrete porch supports that are cracked to avoid potential failure and falling into a public walkway.   |                 |
| 3. | Electrical distribution   | \$10,000        |
|    | Replace and repair defective and hazardous electrical service panels to meet National Electrical Code.  |                 |
| 4. | Replace vigas at walkway  | \$10,000        |
|    | Includes replacement of rotten wood horizontals to prevent failure and potential falling into public walk way.  |                 |
| 5. | Doors and hardware  | \$5,500         |
|    | Repair and/or replace air and water seals, and add exit devices to Alamo Hall and the DRT Library to comply with current building codes.  |                 |
| 6. | Fire extinguishers (Alamo Hall)   | \$450           |
|    | Replace missing and recharge existing portable fire extinguishers to comply with NFPA 10.   |                 |
|    | <b>TOTAL</b>  | <b>\$80,950</b> |

#### Priority 2: Deterioration Prevention

##### LONG BARRACK AND SHRINE

- |    |  |                 |
|----|--|-----------------|
| 1. | Long Barrack roof replacement  | \$60,237        |
|    | Replace badly blistered modified bitumen cap-sheet roof with new roof and scuppers.                                  |                 |
| 2. | Window replacement or repair   | \$ 25,200       |
|    | Patch and/or replace dry rotted window sills including patching open holes and replacement of missing trim on doors. |                 |
| 3. | Exterior finishes  | \$2,000         |
|    | Patch, paint and caulk exterior surfaces needing repair.   |                 |
|    | <b>TOTAL</b>   | <b>\$87,437</b> |

**ALL OTHER AREAS**

<b>1. Gift Museum A/C unit</b>	<b>\$24,000</b>
Replace air handling unit with damaged coils.	
<b>2. Replace Vault A/C</b>	<b>\$12,000</b>
DRT Library Replace A/C unit at vault.	
<b>3. Window repair/replacement</b>	<b>\$36,800</b>
Gift Museum and DRT Library - Repair and/or replace rotten wood windows to provide air and water seals to avoid moisture from penetrating buildings and causing mold. Includes clean up of existing moldy locations.	
<b>4. Roof Replacement/Repair</b>	<b>\$78,800</b>
Includes replacing roofing and flashing at Gift Museum, DRT Library, Alamo Hall, Support Services and adding roof ladders at the Gallagher House and DRT Library and Alamo Hall.	
<b>5. Exterior finishes</b>	<b>\$ 4,500</b>
Patch, paint and caulk exterior surfaces needing repair.	
<b>6. Security System</b>	<b>\$ 9,000</b>
DRT Library, Alamo Hall and Support Services archives area. Replace security system with up to date card access security system.	
<b>TOTAL</b>	<b><u>\$165,100</u></b>

**Priority 3: Repairs Needed to Maintain Current Conditions****LONG BARRACK AND SHRINE**

<b>1. None</b>	
<b>TOTAL</b>	<b><u>\$0</u></b>

**ALL OTHER AREAS**

<b>1. Carpet and painting</b>	<b>\$34,200</b>
DRT Library: Replace all carpet and repaint all surfaces.	
<b>2. Exterior Lighting</b>	<b>\$ 3,000</b>
Repair wiring to lights west of Gift Museum to meet code.	
<b>3. Pave over areaway</b>	<b>\$ 3,000</b>
Close areaway at Alamo Hall that is no longer used to limit moisture into basement. Many paper things are stored in basement and are subject to rapid decay due to moisture levels.	
<b>4. Replace shingle roof</b>	<b>\$ 3,000</b>
Wood split shake shingle roof is deteriorated and needs to be replaced.	
<b>5. Support Services driveway</b>	<b>\$ 5,000</b>
Replace broken up and uneven paving at trash area as moving wheeled trash bins is very hard with broken pavement.	
<b>6. Replacing gate</b>	<b>\$ 4,500</b>
Support services driveway gate to staff parking area is bent and needs to be replaced.	
<b>TOTAL</b>	<b><u>\$52,700</u></b>

## BUDGET (15 MONTHS)

THE ALAMO Budget FY 2012/2013		Annual Budget Jun 2012-May 2013	3-Month Budget Extension Jun, Jul, Aug 2013	Total 15-Month Budget Jun 2012-Aug 2013
<b>REVENUES</b>				
<b>MERCHANDISE SALES REVENUE</b>				
4011-000	SALES / FLOOR / TAXABLE	\$4,647,318.00	\$1,222,350.00	\$5,869,668.00
4012-000	SALES / FLOOR / NONTAXABLE	\$135,000.00	\$33,750.00	\$168,750.00
4015-000	SALES / WEB MO / TAXABLE	\$24,000.00	\$6,000.00	\$30,000.00
4016-000	SALES / WEB MO / NONTAXABLE	\$24,000.00	\$6,000.00	\$30,000.00
	<b>TOTAL MERCHANDISE SALES REVENUE</b>	<b>\$4,830,318.00</b>	<b>\$1,268,100.00</b>	<b>\$6,098,418.00</b>
<b>FLOOR VENDING REVENUE</b>				
4031-000	PENNY PRESS MACHINES / NON-TAX (NET)	\$31,000.00	\$7,750.00	\$38,750.00
4035-000	COIN MACHINE/NET/NON-TAX (NET)	\$47,000.00	\$11,750.00	\$58,750.00
4041-000	SHIPPING SALES / TAXABLE	\$33.00	\$8.25	\$41.25
4042-000	SHIPPING SALES / NON-TAXABLE	\$7,500.00	\$1,875.00	\$9,375.00
4043-000	COST / ALL SHIPPING	\$(11,000.00)	\$(2,750.00)	\$(13,750.00)
	<b>TOTAL FLOOR VENDING REVENUE</b>	<b>\$74,533.00</b>	<b>\$18,633.25</b>	<b>\$93,166.25</b>
	<b>TOTAL MERCHANDISE &amp; FLOOR VENDING REVENUE</b>	<b>\$4,904,851.00</b>	<b>\$1,286,733.25</b>	<b>\$6,191,584.25</b>
<b>MERCHANDISING OPERATIONS EXPENSE</b>				
5001-501	SALARIES/ GIFT SHOP (24) (+3%) (OT)	\$432,180.02	\$108,045.01	\$540,225.03
5002-501	PAYROLL TAXES / SS, MEDICARE/ MDSE (7.65)	\$33,062.00	\$8,265.50	\$41,327.50
5003-501	EMPLOYEE INSURANCE/ MDSE	\$65,608.44	\$16,402.11	\$82,010.55
5004-501	UNIFORMS/ MDSE	\$1,000.00	\$250.00	\$1,250.00
5010-501	COST OF SALES/ MDSE @	\$1,850,000.00	\$462,500.00	\$2,312,500.00
5012-501	MERCHANDISE LOSSES/ MDSE	\$6,000.00	\$1,500.00	\$7,500.00
5014-501	FREIGHT/ MDSE	\$75,000.00	\$18,750.00	\$93,750.00
5016-501	SUPPLIES, BAR CODES / MDSE	\$2,000.00	\$700.00	\$2,700.00
5018-501	PRODUCT DEVELOPMENT/ MDSE	\$2,000.00	\$700.00	\$2,700.00
5020-501	TRAVEL/ TRAINING / SEMINARS/ MDSE	\$3,000.00	\$750.00	\$3,750.00
5022-501	COMPUTERS / POS/ TECH, MNT/ MDSE	\$15,000.00	\$4,000.00	\$19,000.00
5024-501	DUES, MEMBERSHIP, SUBSCRIPTIONS/MDSE	\$600.00	\$150.00	\$750.00
5026-501	OFFICE SUPPLIES/MDSE	\$3,000.00	\$750.00	\$3,750.00
5140-501	CASH O/S/ FLOOR	\$200.00	\$50.00	\$250.00
5142-501	CUSTOMER CHARGE CARDS / GIFT SHOP	\$93,000.00	\$23,250.00	\$116,250.00
5143-501	POSTAGE	\$5,000.00	\$1,250.00	\$6,250.00
5144-501	SHOPPING BAGS / GIFT SHOP	\$12,500.00	\$3,500.00	\$16,000.00
5146-501	STORE SUPPLIES / PAPER/ GIFT SHOP	\$6,000.00	\$2,000.00	\$8,000.00
5148-501	ARMORED CAR SERVICE / GIFT SHOP	\$7,800.00	\$1,950.00	\$9,750.00
5999-501	MISCELLANEOUS/NON-BUDGET/MDSE	\$1,800.00	\$750.00	\$2,550.00
	<b>TOTAL MERCHANDISING OPERATIONS EXPENSE</b>	<b>\$2,614,750.46</b>	<b>\$655,512.62</b>	<b>\$3,270,263.08</b>
	<b>GROSS MARGIN – MERCHANDISE &amp; FLOOR VENDING</b>	<b>\$2,290,100.54</b>	<b>\$631,220.64</b>	<b>\$2,921,321.18</b>

THE ALAMO Budget FY 2012/2013		Annual Budget	3-Month Budget Extension	Total 15-Month Budget
		Jun 2012-May 2013	Jun, Jul, Aug 2013	Jun 2012-Aug 2013
<b>OTHER REVENUES</b>				
<b>6402-000</b>	INTEREST	\$2,700.00	\$675.00	\$3,375.00
<b>6502-000</b>	ROYALTY INCOME	\$12,000.00	\$3,000.00	\$15,000.00
<b>6701-000</b>	SPECIAL EVENTS	\$50,000.00	\$12,500.00	\$62,500.00
<b>6703-000</b>	SPECIAL PROJECT (summer camp, 1st Sat. etc.)	\$1,500.00	\$375.00	\$1,875.00
<b>6706-000</b>	ATM MACHINE INCOME	\$7,800.00	\$1,950.00	\$9,750.00
<b>6707-000</b>	GUIDED TOURS / NEW	\$50,000.00	\$12,500.00	\$62,500.00
<b>6708-000</b>	AUDIO TOUR	<b>\$310,000.00</b>	<b>\$77,500.00</b>	<b>\$387,500.00</b>
<b>6709-000</b>	DRT/ALLIES OF THE ALAMO/MEMBERSHIPS / M / D	\$40,000.00	<b>\$8,000.00</b>	<b>\$48,000.00</b>
<b>6710-000</b>	PHOTOGENIC, INC., PHOTOS	\$100,000.00	\$25,000.00	\$125,000.00
<b>6711-000</b>	SNACK/POSTAGE MACH COMM / NON TAX	\$15,000.00	\$3,584.00	\$18,584.00
<b>6901-000</b>	DISCOUNTS EARNED / MISC	\$2,100.00	\$525.00	\$2,625.00
<b>6999-000</b>	OTHER INCOME / MISC	\$15,000.00	\$3,750.00	\$18,750.00
<b>TOTAL OTHER REVENUES</b>		<b>\$606,100.00</b>	<b>\$149,359.00</b>	<b>\$755,459.00</b>
<b>SUPPORT</b>				
<b>DONATIONS</b>				
<b>6101-000</b>	SHRINE	\$175,000.00	\$43,750.00	\$218,750.00
<b>6107-000</b>	LONG BARRACK	\$45,000.00	\$11,250.00	\$56,250.00
<b>6108-000</b>	COURTYARD DONATIONS	\$10,000.00	\$2,500.00	\$12,500.00
<b>6109-000</b>	PORTABLE DONATION BOX	\$8,000.00	\$2,000.00	\$10,000.00
<b>6110-000</b>	GATE ONE DONATION BOX	\$26,000.00	\$6,500.00	\$32,500.00
<b>6114-000</b>	ACEQUIA, M WELL, DONATIONS	\$1,200.00	\$300.00	\$1,500.00
<b>6125-000</b>	OTHER DONATIONS	\$14,000.00	\$3,500.00	\$17,500.00
<b>6113-000</b>	SALES MUSEUM DONATION BOX NEW	\$5,000.00	\$1,250.00	\$6,250.00
<b>TOTAL DONATIONS</b>		<b>\$284,200.00</b>	<b>\$71,050.00</b>	<b>\$355,250.00</b>
<b>OTHER SUPPORT</b>				
<b>NEW</b>	<b>DRT-FUNDED SUPPORT FOR LIBRARY</b>	<b>\$65,191.87</b>	<b>\$21,730.62</b>	<b>\$86,922.49</b>
<i>(SEE NOTE A)</i>				
<b>NEW</b>	<b>GRANT-FUNDED SUPPORT FOR CONSERVATOR</b>	<b>\$48,000.00</b>	<b>\$12,000.00</b>	<b>\$60,000.00</b>
<i>(SEE NOTE B)</i>				
<b>TOTAL OTHER SUPPORT</b>		<b>\$113,191.87</b>	<b>\$33,730.62</b>	<b>\$146,922.49</b>
<b>TOTAL SUPPORT</b>		<b>\$397,391.87</b>	<b>\$104,780.62</b>	<b>\$502,172.49</b>
<b>TOTAL REVENUES AND SUPPORT</b>		<b>\$3,293,592.41</b>	<b>\$885,360.26</b>	<b>\$4,178,952.67</b>

THE ALAMO Budget FY 2012/2013		Annual Budget Jun 2012-May 2013	3-Month Budget Extension Jun, Jul, Aug 2013	Total 15-Month Budget Jun 2012-Aug 2013
<b>EXPENSES</b>				
<b>COMMITTEE CHAIRMAN / ADMINISTRATION</b>				
<b>7001-701</b>	SALARIES / D/O	\$163,631.99	\$42,135.24	\$205,767.23
<b>7002-701</b>	PAYROLL TAXES / SS,MED / D/A (.0765)	\$15,790.49	\$3,947.62	\$19,738.11
<b>7004-701</b>	EMPLOYEE GROUP INSURANCE / D/A	\$7,728.00	\$1,932.00	\$9,660.00
<b>7014-701</b>	EMPLOYEE APPRECIATION / D/A	\$18,000.00	\$6,440.00	\$24,440.00
<b>7017-701</b>	EMPLOYEE DRUG TEST/COMPLEX	\$300.00	\$75.00	\$375.00
<b>7100-701</b>	INSURANCE, PROPERTY / LIABILITY / D/A	\$37,000.00	\$9,250.00	\$46,250.00
<b>7102-701</b>	INSURANCE, WORKERS COMP / D/A	\$30,000.00	\$7,500.00	\$37,500.00
<b>7103-701</b>	INTEREST / D/A	\$1,000.00	\$250.00	\$1,250.00
<b>7104-701</b>	PROFESSIONAL FEES, LEGAL / D/A	\$20,000.00	\$5,000.00	\$25,000.00
<b>7106-701</b>	PROFESSIONAL FEES, CPA / D/A	\$17,000.00	\$4,250.00	\$21,250.00
<b>7248-701</b>	PUBLIC RELATIONS / D/A	\$3,000.00	\$750.00	\$3,750.00
<b>7402-701</b>	COMPUTER OPERATIONS , COMPLEX / D/A	\$30,000.00	\$7,500.00	\$37,500.00
<b>7403-701</b>	TELE, FAX / COMPLEX / D/A	\$34,000.00	\$8,500.00	\$42,500.00
<b>7404-701</b>	OFFICE SUPPLIES / D/A	\$3,000.00	\$750.00	\$3,750.00
<b>7408-701</b>	POSTAGE / D/A	\$370.00	\$92.50	\$462.50
<b>7416-701</b>	DUES, MEMBERSHIPS, SUBSCRIPTIONS / D/A	\$4,500.00	\$1,125.00	\$5,625.00
<b>7428-701</b>	TRAVEL / TRAIING / SEMINARS / MILEAGE / D/A	\$500.00	\$125.00	\$625.00
<b>7999-701</b>	MISCELLANEOUS / D/A	\$1,900.00	\$475.00	\$2,375.00
<b>NEW</b>	MANAGEMENT FEE - DRT / GLO OPERATING AGREEMENT	\$120,000.00	\$30,000.00	\$150,000.00
<b>TOTAL COMMITTEE CHAIRMAN / ADMIN EXPENSE</b>		<b>\$507,720.48</b>	<b>\$130,097.36</b>	<b>\$637,817.84</b>
<b>ACCOUNTING</b>				
<b>7001-703</b>	SALARIES, ACCT (7) (+3%) (OT)	\$151,586.93	\$39,033.63	\$190,620.56
<b>7002-703</b>	PAYROLL TAXES / SS,MED / ACCT (.0765)	\$11,596.40	\$2,986.07	\$14,582.47
<b>7003-703</b>	PAYROLL TAXES / TWC / 941/ ACCT	\$19,000.00	\$4,750.00	\$23,750.00
<b>7004-703</b>	EMPLOYEE GROUP INSUR/ /Acct	\$20,469.60	\$5,117.40	\$25,587.00
<b>7005-703</b>	EMPLOYEE PENSION, ACCT (all COMPX x3.5%)	\$80,108.81	\$20,027.20	\$100,136.01
<b>7006-703</b>	PAYROLL OPERATIONS / ACCT	\$2,400.00	\$600.00	\$3,000.00
<b>7013-703</b>	xx UNPAID VACATION . ACCT (Year-end, Auditor)	\$0	\$0	\$0
<b>7014-703</b>	EMPLOYEE SEARCH / COMPLEX / ACCT	\$1,000.00	\$250.00	\$1,250.00
<b>7401-703</b>	LEASED EQUIPMENT / ACCT	\$15,000.00	\$3,750.00	\$18,750.00
<b>7402-703</b>	OFFICE MAINT CONTR / COMPLEX / ACCT	\$3,000.00	\$750.00	\$3,750.00
<b>7403-703</b>	SML EQ, REPR, REPL, PUR / COMPLEX / ACCT	\$600.00	\$150.00	\$750.00
<b>7404-703</b>	OFFICE SUPPLIES / ACCT	\$3,700.00	\$925.00	\$4,625.00
<b>7406-703</b>	BANKING / ACCT	\$1,500.00	\$375.00	\$1,875.00
<b>7408-703</b>	POSTAGE / ACCT	\$1,900.00	\$475.00	\$2,375.00
<b>7999-703</b>	MISCELLANEOUS/NON-BUDGET/ACCT	\$2,200.00	\$550.00	\$2,750.00
<b>TOTAL ACCOUNTING EXPENSE</b>		<b>\$314,061.74</b>	<b>\$79,739.30</b>	<b>\$393,801.04</b>

THE ALAMO Budget FY 2012/2013		Annual Budget Jun 2012-May 2013	3-Month Budget Extension Jun, Jul, Aug 2013	Total 15-Month Budget Jun 2012-Aug 2013
<b>SHRINE</b>				
<b>7001-710</b>	SALARIES, SHRINE (2) (+3%) (ot)	\$43,063.15	\$11,088.76	\$54,151.91
<b>7002-711</b>	PAYROLL TAXES / SS,MED / SHRINE (.0765)	\$3,294.33	\$848.29	\$4,142.62
<b>7004-710</b>	EMPLOYEE GROUP INSURANCE / SHRINE	\$0	\$0	\$0
<b>7238-710</b>	GUEST BOOKS / SHRINE	\$250.00	\$62.50	\$312.50
<b>7404-710</b>	OFFICE SUPPLIES / SHRINE	\$200.00	\$50.00	\$250.00
<b>7624-710</b>	ARCHIVAL STORAGE / SHRINE	\$1,600.00	\$400.00	\$2,000.00
<b>7999-710</b>	MISCELLANEOUS SHRINE (sub Shrine Hostess)	\$2,900.00	\$725.00	\$3,625.00
<b>TOTAL SHRINE EXPENSE</b>		<b>\$51,307.48</b>	<b>\$13,174.55</b>	<b>\$64,482.03</b>
<b>CURATOR / EDUCATION</b>				
<b>7001-711</b>	SALARIES, CURATOR (17) (+3%) (ot)	\$353,447.05	\$91,012.63	\$444,459.68
<b>7002-711</b>	PAYROLL TAXES / SS,MED / CURATOR(.0765)	\$27,038.70	\$6,962.47	\$34,001.17
<b>7004-711</b>	EMPLOYEE GROUP INSURANCE/ CURATOR	\$27,015.24	\$6,753.81	\$33,769.05
<b>7010-711</b>	UNIFORMS, CURATOR	\$1,000.00	\$250.00	\$1,250.00
<b>7232-711</b>	BROCHURES / ENGLISH / CURATOR	\$10,000.00	\$3,000.00	\$13,000.00
<b>7234-711</b>	BROCHURES / FOREIGN / CURATOR	\$5,000.00	\$1,500.00	\$6,500.00
<b>7242-711</b>	EXHIBITION / CURATOR	\$305.00	\$100.00	\$405.00
<b>7244-711</b>	EDCU PROGRAMS / MNSGR / CURATOR	\$600.00	\$200.00	\$800.00
<b>7246-711</b>	LIVING HISTORY / CURATOR	\$5,450.00	\$2,175.00	\$7,625.00
<b>7247-711</b>	SPECIAL PROJECTS SUMMER CAMP / CUR	\$1,500.00	\$1,500.00	\$3,000.00
<b>7249-711</b>	FIRST SATURDAY, CURATOR	\$1,500.00	\$500.00	\$2,000.00
<b>7404-711</b>	OFFICE SUPPLIES / CURATOR	\$1,500.00	\$375.00	\$1,875.00
<b>7408-711</b>	POSTAGE / CURATOR	\$375.00	\$93.75	\$468.75
<b>7416-711</b>	DUES / MBRSHIPS / SUBSCR / CURATOR	\$480.00	\$120.00	\$600.00
<b>7420-711</b>	COLLECTION MANAGEMENT / CURATOR	\$400.00	\$100.00	\$500.00
<b>7422-711</b>	RESEARCH / BOOKS / CURATOR	\$200.00	\$50.00	\$250.00
<b>7424-711</b>	VISUAL AIDS / PHOTO / FILM / CURATOR	\$300.00	\$75.00	\$375.00
<b>7425-711</b>	ALAMO AUDIO EQUIP /SUPPLIES / CUR	\$400.00	\$100.00	\$500.00
<b>7428-711</b>	TRAVEL / TRNG / PROF DEVELOP/ CUR	\$600.00	\$150.00	\$750.00
<b>7622-711</b>	SUPPLIES / SML TOOLS / CURATOR	\$1,000.00	\$500.00	\$1,500.00
<b>7624-711</b>	STORAGE / CURATOR	\$4,595.00	\$1,148.75	\$5,743.75
<b>7999-711</b>	MISCELLANEOUS / NON-BUDGET / CUR	\$5,000.00	\$2,000.00	\$7,000.00
<b>TOTAL CURATORIAL EXPENSE</b>		<b>\$447,705.99</b>	<b>\$118,666.41</b>	<b>\$566,372.40</b>

THE ALAMO Budget FY 2012/2013		Annual Budget	3-Month Budget Extension	Total 15-Month Budget
		Jun 2012-May 2013	Jun, Jul, Aug 2013	Jun 2012-Aug 2013
<b>SECURITY</b>				
<b>7001-720</b>	SALARIES, SECURITY (19) (+.03) (ot)	\$455,698.64	\$117,342.40	\$573,041.04
<b>7002-720</b>	PAYROLL TAXES / SS,MED / SECURITY (.0765)	\$34,608.62	\$8,976.69	\$43,585.31
<b>7004-720</b>	EMPLOYEE INSURANCE / SECURITY	\$38,593.20	\$9,648.30	\$48,241.50
<b>7010-720</b>	UNIFORMS / SECURITY	\$6,000.00	\$1,500.00	\$7,500.00
<b>7012-720</b>	DRUG TEST /PHYS./SECURITY	\$500.00	\$125.00	\$625.00
<b>7020-720</b>	PARKING (EE APPRECIATION) / SECURITY	\$8,000.00	\$2,000.00	\$10,000.00
<b>7302-720</b>	COMMUNICATIONS(RADIO,CELL,BEEP)SECU	\$1,700.00	\$500.00	\$2,200.00
<b>7404-720</b>	OFFICE SUPPLIES / SECURITY	\$2,000.00	\$500.00	\$2,500.00
<b>7416-720</b>	DUES,MBRSHIP,LICENSE,COMMISSION/SECU	\$1,500.00	\$375.00	\$1,875.00
<b>7428-720</b>	TRAINING / SEMINARS / TRAVEL / SEC	\$600.00	\$150.00	\$750.00
<b>7432-720</b>	BLDG, FIRE and SECURITY MAINT/ SEC	\$850.00	\$212.50	\$1,062.50
<b>7434-720</b>	SECURITY OPS, LOCKS, KEYS / SEC	\$1,100.00	\$275.00	\$1,375.00
<b>7436-720</b>	RANGER HEALTH, SAFETY,1st aid / SEC	\$1,000.00	\$250.00	\$1,250.00
<b>7999-720</b>	MISCELLANEOUS / NON-BUDGET / SEC	\$300.00	\$300.00	\$600.00
<b>TOTAL SECURITY EXPENSE</b>		<b>\$552,450.46</b>	<b>\$142,154.89</b>	<b>\$694,605.35</b>
<b>MAINTENANCE</b>				
<b>7001-721</b>	SALARIES, MAINT (14) (+ 3%) (ot)	\$288,990.45	\$74,415.04	\$363,405.49
<b>7002-721</b>	PAYROLL TAXES / SS,MED / MNT (.0765)	\$22,107.77	\$5,692.75	\$27,800.52
<b>7004-721</b>	EMPLOYEE GROUP INSURANCE / /MNT	\$38,593.20	\$9,648.30	\$48,241.50
<b>7010-721</b>	UNIFORMS / MNT	\$4,000.00	\$1,000.00	\$5,000.00
<b>7404-721</b>	OFFICE SUPPLIES / MNT	\$150.00	\$37.50	\$187.50
<b>7430-721</b>	MILEAGE / MNT	\$400.00	\$100.00	\$500.00
<b>7502-721</b>	ELECTRICITY / GAS / MNT	\$80,000.00	\$20,000.00	\$100,000.00
<b>7506-721</b>	TRASH PICKUP / MNT	\$8,000.00	\$2,000.00	\$10,000.00
<b>7602-721</b>	EXTERMINATING / MNT	\$4,500.00	\$1,125.00	\$5,625.00
<b>7604-721</b>	ELEVATORS / MNT	\$7,500.00	\$1,875.00	\$9,375.00
<b>7606-721</b>	AIRCONDITIONING / MNT	\$22,000.00	\$5,500.00	\$27,500.00
<b>7608-721</b>	ELECTRICAL REPAIR & CONTRACT WK/ MNT	\$2,000.00	\$25,000.00	\$27,000.00
<b>7610-721</b>	ELECTRICAL BULBS / MNT	\$4,000.00	\$1,000.00	\$5,000.00
<b>7612-721</b>	PLUMBING SUPPLIES / REPAIRS / MNT	\$2,000.00	\$500.00	\$2,500.00
<b>7616-721</b>	BRONZE MNT CONTRACT / MNT	\$1,000.00	\$250.00	\$1,250.00
<b>7618-721</b>	JANITORIAL SUPPLIES / MNT	\$25,000.00	\$6,250.00	\$31,250.00
<b>7620-721</b>	EQUIPMENT RENTAL / MNT	\$100.00	\$25.00	\$125.00
<b>7622-721</b>	GEN MNT/SUPPLIES /SML TOOL /EQUIP/MNT	\$3,000.00	\$750.00	\$3,750.00
<b>7999-721</b>	MISCELLANEOUS / NON-BUDGE / MNT	\$28,000.00	\$17,399.74	\$45,399.74
<b>TOTAL MAINTENANCE EXPENSE</b>		<b>\$541,341.42</b>	<b>\$172,568.33</b>	<b>\$713,909.75</b>

THE ALAMO Budget FY 2012/2013		Annual Budget	3-Month Budget Extension	Total 15-Month Budget
		Jun 2012-May 2013	Jun, Jul, Aug 2013	Jun 2012-Aug 2013
<b>HORTICULTURAL</b>				
<b>7001-722</b>	SALARIES, HORT (4) (+03) (ot)	\$85,372.90	\$22,643.03	\$108,015.93
<b>7002-722</b>	PAYROLL TAXES / SS,MED / HORT (.0765)	\$6,531.03	\$1,732.19	\$8,263.22
<b>7004-722</b>	EMPLOYEE GROUP INSURANCE / HORT	\$11,577.96	\$2,894.49	\$14,472.45
<b>7010-722</b>	UNIFORMS / HORT.	\$900.00	\$225.00	\$1,125.00
<b>7236-722</b>	BROCHURES / HORT.	\$500.00	\$125.00	\$625.00
<b>7416-722</b>	DUES / MBRSHIP /SUBSCRIP / HORT.	\$300.00	\$75.00	\$375.00
<b>7428-722</b>	TRAVEL, TRAINING, SEMINERS / HORT	\$225.00	\$56.25	\$281.25
<b>7430-722</b>	MILEAGE / HORT	\$800.00	\$200.00	\$1,000.00
<b>7504-722</b>	WATER / HORT	\$22,000.00	\$5,500.00	\$27,500.00
<b>7620-722</b>	EQUIPMENT RENTAL / HORT	\$50.00	\$40.00	\$90.00
<b>7622-722</b>	SUPPLIES / SML TOOLS/ EQ MNT HORT.	\$4,600.00	\$2,000.00	\$6,600.00
<b>7700-722</b>	SOIL / CHEMICALS / HORT	\$3,000.00	\$1,000.00	\$4,000.00
<b>7702-722</b>	LIVE PLANTS / HORT	\$3,000.00	\$1,000.00	\$4,000.00
<b>7704-722</b>	TURF MANAGEMENT / HORT	\$2,600.00	\$1,000.00	\$3,600.00
<b>7706-722</b>	TREE MAINTENANCE / FERTILIZATION/ HORT	\$8,000.00	\$2,000.00	\$10,000.00
<b>7708-722</b>	IRRIGATION SYSTEM / HORT	\$2,000.00	\$1,000.00	\$3,000.00
<b>7999-722</b>	MISCELLANEOUS / NON-BUDGET / HORT.	\$2,000.00	\$1,000.00	\$3,000.00
<b>TOTAL HORTICULTURAL EXPENSE</b>		<b>\$153,456.89</b>	<b>\$42,490.96</b>	<b>\$195,947.85</b>
<b>LIBRARY</b>				
<b>7001-730</b>	SALARIES / LIBRARY (8) (+.03) (ot)	\$278,655.82	\$71,753.87	\$350,409.69
<b>7002-730</b>	PAYROLL TAXES / SS,MED / LIBRARY (.0765)	\$21,317.17	\$5,489.17	\$26,806.34
<b>7004-730</b>	EMPLOYEE GROUP INSURANCE / LIBRARY	\$11,592.00	\$2,898.00	\$14,490.00
<b>7108-730</b>	PROFESSIONAL FEES,CONSULT / LBRARY	\$500.00	\$125.00	\$625.00
<b>7248-730</b>	PUBLIC RELATIONS / LIBRARY	\$750.00	\$187.50	\$937.50
<b>7404-730</b>	OFFICE / SOFTWARE, OTHER SUPPLIES	\$3,875.00	\$968.75	\$4,843.75
<b>7410-730</b>	PRINTING / LIBRARY	\$2,000.00	\$500.00	\$2,500.00
<b>7412-730</b>	SMALL EQ REPAIR, REPLACE, PUR/LIBRARY	\$4,500.00	\$1,125.00	\$5,625.00
<b>7428-730</b>	TRAVEL/TRAING/SEMINARS (MILEAGE)/LIBR	\$3,000.00	\$750.00	\$3,750.00
<b>7432-730</b>	BUILDING SECURITY, FIRE SYS / LIBRARY	\$4,500.00	\$1,125.00	\$5,625.00
<b>7434-730</b>	SOFTWARE & LICENSE	\$16,000.00	\$4,000.00	\$20,000.00
<b>7999-730</b>	MISCELLANEOUS / LIBRARY	\$1,000.00	\$250.00	\$1,250.00
<b>TOTAL LIBRARY EXPENSE</b>		<b>\$347,689.99</b>	<b>\$89,172.29</b>	<b>\$436,862.28</b>
<b>AUDIO TOUR</b>				
<b>7003-711</b>	SALARIES / AUDIO TOUR	\$84,112.27	\$21,658.91	\$105,771.18
<b>7005-711</b>	PAYROLL TAXES / SS,MED / AUDIO TOUR	\$6,434.59	\$1,656.91	\$8,091.50
<b>7625-711</b>	EMPLOYEE GROUP INSURANCE / AUD.TOUR	\$11,577.96	\$2,894.49	\$14,472.45
<b>7623-711</b>	SUPPLIES, EQUIP / AUDIO TOUR	\$112,748.07	\$28,187.02	\$140,935.09
<b>NEW</b>	OFFICE SUPPLIES / AUDIO TOUR	\$200.00	\$50.00	\$250.00
<b>NEW</b>	CUSTOMER CHARGE CARDS / AUD.TOUR	\$3,658.29	\$914.57	\$4,572.86
<b>NEW</b>	POSTAGE / AUDIO TOUR	\$200.00	\$50.00	\$250.00
<b>NEW</b>	UNIFORMS / AUDIO TOUR	\$500.00	\$125.00	\$625.00
<b>NEW</b>	MISCELLANEOUS / NON-BUDGET / AUD.TOUR	\$4,500.00	\$1,125.00	\$5,625.00
<b>TOTAL AUDIO TOUR EXPENSE</b>		<b>\$223,931.18</b>	<b>\$56,661.90</b>	<b>\$280,593.08</b>

THE ALAMO Budget FY 2012/2013		Annual Budget	3-Month Budget Extension	Total 15-Month Budget
		Jun 2012-May 2013	Jun, Jul, Aug 2013	Jun 2012-Aug 2013
<b>MARKETING</b>				
<b>NEW</b>	SALARIES / D/M	\$49,780.71	\$13,928.47	\$63,709.18
<b>NEW</b>	PAYROLL TAXES, SS, MED / D/M	\$4,236.75	\$1,090.96	\$5,327.71
<b>NEW</b>	EMPLOYEE GROUP INSURANCE/ D/M	\$3,859.32	\$964.83	\$4,824.15
<b>7250-701</b>	MARKETING PROGRAM / D/M	\$25,000.00	\$6,250.00	\$31,250.00
<b>7252-701</b>	DRT/ALLIES OF THE ALAMO / D/M	\$8,000.00	\$2,000.00	\$10,000.00
<b>NEW</b>	COMPUTER OPERATIONS / D/M	\$2,000.00	\$500.00	\$2,500.00
<b>NEW</b>	OFFICE SUPPLIES / D/M	\$300.00	\$75.00	\$375.00
<b>NEW</b>	POSTAGE / D/M	\$500.00	\$125.00	\$625.00
<b>NEW</b>	DUES/MEMBERSHIP/SUBSCRIP/CELLPHONE/ D/M	\$1,000.00	\$250.00	\$1,250.00
<b>NEW</b>	MISCELLANEOUS / NON-BUDGET / D/M	\$500.00	\$125.00	\$625.00
<b>TOTAL MARKETING EXPENSE</b>		<b>\$95,176.78</b>	<b>\$25,309.26</b>	<b>\$120,486.04</b>
<b>CONSERVATOR</b>				
<b>NEW</b>	CONSERVATOR SERVICES CONTRACT	\$48,000.00	\$12,000.00	\$60,000.00
<b>NEW</b>	OFFICE SUPPLIES / CONSERVATOR	\$200.00	\$50.00	\$250.00
<b>NEW</b>	CLEANING SUPPLIES / CONSERVATOR	\$800.00	\$500.00	\$1,300.00
<b>NEW</b>	EQUIPMENT / CONSERVATOR	\$1,000.00	\$400.00	\$1,400.00
<b>NEW</b>	MISCELLANEOUS / NON-BUDGET / CONSER	\$250.00	\$250.00	\$500.00
<b>NEW</b>	TESTING OF FINDINGS	\$7,000.00	\$1,750.00	\$8,750.00
<b>NEW</b>	OFFSITE DATATBASE	\$1,500.00	\$375.00	\$1,875.00
<b>TOTAL CONSERVATOR EXPENSE</b>		<b>\$58,750.00</b>	<b>\$15,325.00</b>	<b>\$74,075.00</b>
<b>TOTAL EXPENSES</b>		<b>\$3,293,592.41</b>	<b>\$885,360.26</b>	<b>\$4,178,952.67</b>
<b>REVENUES OVER EXPENSES</b>		<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

**Note A:** DRT-FUNDED SUPPORT FOR LIBRARY (25% of the Total Library Expense; Support Commences on September 1, 2012)

**Note B:** GRANT-FUNDED SUPPORT FOR CONSERVATOR (Ewing-Halsell Foundation Grant)

## WEBSITE STATISTICS

Google Analytics

http://www.thealamo.org - http://ww...  
www.thealamo.org [DEFAULT]

Apr 1, 2011 - Apr 30, 2012

### Visitors Overview

100.00% of total visits

Overview

Visits

10,000

5,000

Jul 2011

Oct 2011

Jan 2012

Apr 2012

787,266 people visited this site

Visits: 944,123

Unique Visitors: 787,266

Pageviews: 3,531,825

Pages/Visit: 3.74

Avg. Visit Duration: 00:02:31

Bounce Rate: 32.71%

% New Visits: 82.66%



82.72% New Visitor

780,946 Visits

17.28% Returning Visitor

163,177 Visits

Language		Visits	% Visits
1.	en-us	839,673	88.94%
2.	en	68,496	7.25%
3.	en-gb	6,392	0.68%
4.	es	4,117	0.44%
5.	fr	2,628	0.28%
6.	en_us	2,474	0.26%
7.	de	2,143	0.23%
8.	es-es	1,911	0.20%
9.	de-de	1,640	0.17%
10.	zh-cn	1,120	0.12%

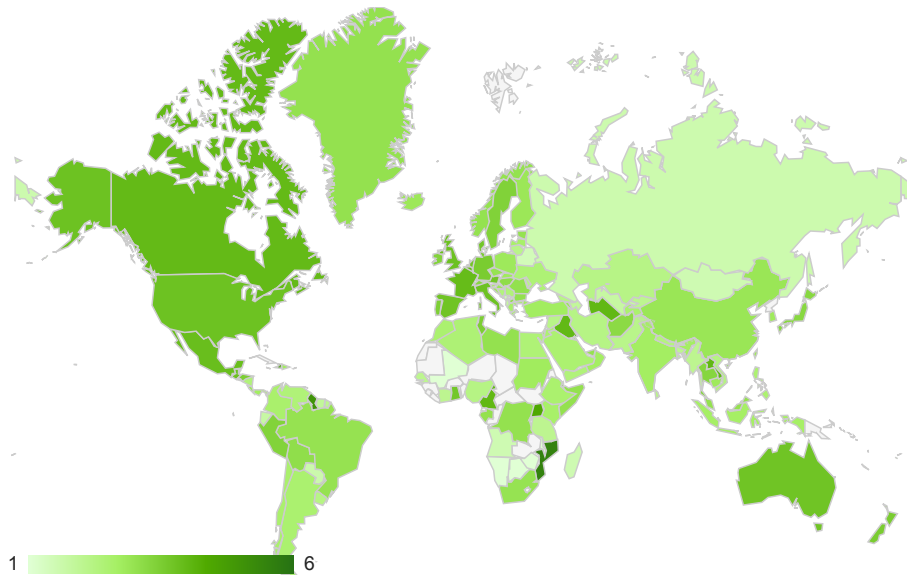
## Location

Apr 1, 2011 - Apr 30, 2012

100.00% of total visits

### Map Overlay

Site Usage



Visits	Pages/Visit	Avg. Visit Duration	% New Visits	Bounce Rate
<b>944,123</b>	<b>3.74</b>	<b>00:02:31</b>	<b>82.66%</b>	<b>32.71%</b>
% of Total: 100.00% (944,123)	Site Avg: 3.74 (0.00%)	Site Avg: 00:02:31 (0.00%)	Site Avg: 82.66% (0.00%)	Site Avg: 32.71% (0.00%)

Country/Territory	Visits	Pages/Visit	Avg. Visit Duration	% New Visits	Bounce Rate
1. <a href="#">United States</a>	<b>876,912</b>	3.76	00:02:32	82.27%	32.86%
2. <a href="#">United Kingdom</a>	<b>16,871</b>	3.78	00:02:32	87.17%	28.40%
3. <a href="#">Canada</a>	<b>10,967</b>	3.94	00:02:19	89.53%	23.41%
4. <a href="#">Mexico</a>	<b>3,956</b>	3.85	00:02:39	85.87%	27.25%
5. <a href="#">Germany</a>	<b>3,525</b>	3.52	00:01:46	88.57%	30.38%
6. <a href="#">Australia</a>	<b>3,461</b>	3.71	00:02:29	88.07%	25.51%
7. <a href="#">France</a>	<b>2,022</b>	3.90	00:01:44	89.07%	25.91%
8. <a href="#">(not set)</a>	<b>1,768</b>	2.63	00:01:41	88.63%	41.40%
9. <a href="#">Japan</a>	<b>1,203</b>	3.23	00:01:44	87.61%	34.41%
10. <a href="#">Italy</a>	<b>1,167</b>	3.76	00:02:01	87.40%	32.48%
11. <a href="#">Spain</a>	<b>1,165</b>	3.71	00:02:08	85.75%	33.91%
12. <a href="#">Brazil</a>	<b>1,121</b>	2.97	00:01:49	89.03%	35.06%
13. <a href="#">Netherlands</a>	<b>983</b>	3.65	00:01:46	90.74%	23.70%
14. <a href="#">Ireland</a>	<b>803</b>	3.34	00:02:20	87.67%	33.00%
15. <a href="#">Russia</a>	<b>802</b>	1.57	00:00:47	95.14%	74.06%
16. <a href="#">Denmark</a>	<b>793</b>	3.65	00:01:49	90.29%	29.51%
17. <a href="#">Argentina</a>	<b>773</b>	2.48	00:01:04	93.01%	38.03%
18. <a href="#">India</a>	<b>745</b>	2.68	00:02:01	91.28%	33.69%
19. <a href="#">United Arab Emirates</a>	<b>731</b>	2.98	00:03:13	76.20%	30.51%
20. <a href="#">South Korea</a>	<b>704</b>	2.79	00:01:27	93.32%	36.36%

## ALAMO COLLECTION POLICY

### Scope of Collection

The Alamo's collection reflects the site's 300-year-long history. Nevertheless, emphasis is placed on the Alamo's garrison and other personnel as well as its role in the Texas Revolution. Of most interest are objects from the Battle of the Alamo, objects belonging to the Alamo Defenders, objects from the Texas Revolution that provide context for the battle, objects not from the battle but representative of the period, and durable or expendable artifacts or historical reproductions for use in educational programming.

### Collection Classifications

The Alamo has two classifications for objects in its collection: permanent and education.

The permanent collection is defined as those objects of a historical nature meeting the scope of the collection. Furthermore, objects in the permanent collection require conservation and are interpreted and exhibited to demonstrate aspects of the Alamo's 300-year history. These objects are subject to the Alamo's deaccessioning policy.

The education collection also is used to interpret the Alamo's history, but its objects do not have to be historical in nature and do not require a high degree of conservation based on museum standards. While the permanent collection includes objects used in traditional enclosed museum exhibits, objects in the education collection consist of artifacts, reproductions, replicas, facsimiles and other printed material that are intended to be touched and handled by the staff and public in educational programs. These objects are not subject to the Alamo's deaccessioning policy.

### Accession Policy

All proposed donations will first be reviewed by the Curator, who will notify and consult with the Director. The Curator will prepare a written report for the Alamo Executive Administrator and the GLO. No object will become part of the collection until formally accepted by the Alamo Executive Administrator and approved by the GLO.

The permanent and education collections are intended to support the Alamo's mission statement. Considerations affecting the decision to access an object into either type of collection can include:

- ★ compatibility with the collection;
- ★ overall condition;
- ★ suitability for display;
- ★ size;
- ★ duplication of existing artifacts;
- ★ security constraints;
- ★ the need to construct new or adapt existing exhibit furniture; and
- ★ supports existing or future educational programming.

No object will be accepted if it cannot be properly cared for and preserved. Additionally, no object will be accepted if it cannot be exhibited or used in some way to enhance the visitor experience in learning or appreciating the history of the site and the history associated with it. Objects with significant historical and/or monetary value will be recommended for the permanent collection. Objects of a durable or replaceable nature that can withstand repeated handling by the staff or public and further educational programming will most likely be recommended for the education collection.

## **Deaccession Policy**

In an effort to maintain the quality and focus of the permanent collection, it may become necessary to deaccess objects in the Alamo's permanent collection. Deaccessing occurs when an object is deemed inappropriate for the collection, the object is a duplicate, ownership of the object is questionable, the condition of the object warrants it, or the object is deemed inauthentic. After consulting with the Director, the curator will present the object(s) to be removed from the Alamo's permanent collection to the Alamo Executive Administrator and GLO for action. Each proposal for deaccessioning an object will provide the following information: know history or provenance, current estimated market value, and legal status, reason for deaccessioning, and recommended disposition. No object will be removed from the collection unless the Curator's recommendation is formally accepted by the Alamo Executive Administrator and approved by the GLO. The property custodian at the GLO will notify the Comptroller's office to have the object removed from the state inventory.

The procedure for deaccessioning is as follows. If the object is a gift, the donor will first be contacted and notified of the Alamo's intention to deaccession the object, the reason for the action, and recommended disposition. If the donor cannot be located by a reasonable effort or in the event that he or she does not respond, the deaccessioning process will continue. The measures by which an object may be deaccessioned are as following: (1) locate a more suitable repository for the object; (2) offer the object for sale at public auction or another suitable venue; (3) place the object into the education collection; or (4) destroy the object. Alamo employees, GLO employees, members of the Alamo Committee, members of the Board of Management, and members of the Daughters of the Republic of Texas may not buy objects offered for sale.

All funds gained from the sale of deaccessioning will be dedicated to collection acquisition. In the event of sale of a deaccessioned object that has been donated or bequeathed to the museum, the donor's name will be associated with any object or objects purchased with funds from the sale.

## **Loan Policy**

The Alamo can loan objects from its collection to other educational institutions upon request, with the understanding that they will be used in accordance with the museum's standard of preservation and presentation, and that the loan of objects will not impinge upon the museum's own exhibition and educational programs. All requests for loans must be reviewed by the Curator and Director, presented to the Alamo Committee and approved by the Board of Management. The borrowing institution shall pay all costs associated with the loan.

The Alamo may accept loans from institutions and private individuals to augment its exhibits. All loans to the Alamo must be reviewed by the Curator and Director, presented to the Alamo Committee and approved by the Board of Management.

## **Ethics in Receiving Gifts**

Authorization for the acceptance of gifts to the collections is given only where there is genuine donative intent and where the gift is in the best interest of both parties. The museum must make full disclosure to the donor of any tax or other ramifications as required by the IRS and state and federal laws, and must encourage the donor to seek counsel on legal and financial matters. The museum does not authorize the acceptance of gifts that would jeopardize the financial, legal, or moral integrity or reputation of the institution, or would cause embarrassment to the donor or his or her family.

## **Valuing Gifts**

In consonance with the tax laws, full responsibility rests on the donor in claiming any deductions including filing form 8283, and obtaining any appraisals or other documentation. Full responsibility also rests on the donor for the value given to tangible personal property or services, and each donor will be expected to give the Alamo a written statement of the value of these types of gifts.

## **Native American Graves Protection & Reparation Act**

The Alamo recognizes the cultural and religious implications of human and religious icons. The Alamo, in accordance with both state and federal law, and in compliance with the Native American Graves Protection Act, does not collect human or religious icons of known Native American origin.

## ALAMO PRESERVATION PLAN

### COMPONENT 1

**TOTAL COST:****\$444,025**

**A. Alamo Conservator to work with A&M Center for Heritage Conservation College of Architecture Project Team creating the first Digital Preservation of the Alamo, an interactive 3D data web-based experience for grades K -12**

Working with a scholarly university gives the Alamo access to resources and faculty members who specialize in different areas of preservation. Collaborating with graduate students will enhance preservation knowledge and give them an opportunity to be a part of the most significant project in the state.

**B. Infrared Thermography**

This nondestructive imaging method can be used for gathering useful information about the condition of the buildings, hidden building elements and determining the state of decay which may not be noticeable from visual examination.

**C. Borescope Inspections**

Determine Spanish colonial period windows or openings that have been altered at a later date. It is probable that the inspection results will discover openings that are not included in the earliest drawings of the Alamo. On site conservator has determined areas where the borescope inspections are recommended.

**D. Create the First San Antonio Franciscan Mission Database**

The Alamo will have the first public database providing reports, drawings, formulas of Spanish colonial pigments and various mortars found throughout the Shrine and the Long Barracks.

**E. Alamo Façade and Long Barrack Assessment**

Determine the condition of the Alamo's facade and the Long Barrack exterior original walls and develop recommendations for the long-term maintenance, testing and preservation of the masonry. The assessment will provide a budget for conservation and restoration recommendations. This is of critical importance because the front of the church, with its Spanish colonial stonework combined with an 1850 parapet, is the face of the Alamo and the Long Barrack is the oldest structure on the grounds.

**F. Analyze Interior Mortars, Pigments, Limestone and Salt Deposits**

The mortars, limestone, pigments, and salts document the changes that the Alamo and Long Barrack have gone through. This information is a valuable part of the ongoing preservation to keep the structures in stable condition and is part of the first San Antonio Franciscan Mission Database.

### COMPONENT 2

**TOTAL COST:****\$59,300 per year**

**A. Annual Preservation Treatments and Materials**

The 300-year-old structures will require annual preservation treatments, and conservation cleaning methods applied by a qualified conservator in order to keep the structures in stable condition for many years to come. Graduate students will give the on site conservator more manpower, which will speed up the rate of preservation activities.

## COMPONENT 3

### TOTAL COST:

**\$97,680**

#### **A. Multispectral Imaging System and Documentation**

This documents historic Spanish colonial patterns and U.S. Army graffiti which are only visible under a high powered lens and ultraviolet lights.

#### **B. Alamo Conservator and Trinity University Chemistry Department continue pigment investigation using XRF Spectrometer, Scanning Electron Microscope (SEM) and Transportable Raman Spectrometer**

The three devices will provide valuable information on the various tinted lime washes visible and invisible on the walls of the Shrine. Pamela J. Rosser, Alamo conservator, worked with Trinity University professor, Michelle Bushey, in June 2011 in the Sacristy. The research, investigation and publications will provide valuable information for the first San Antonio Franciscan Mission database.

## COMPONENT 4

### TOTAL COST

**\$21,000**

#### **A. Create and Install a Removable Free Standing Wall of the Spanish Colonial 17th Century Frescoes in the Sacristy**

The visitors will understand how the spaces were originally painted during the Spanish colonial period. This information is documented from all the past and current preservation projects completed by on site conservator, Pamela J. Rosser. An accurate visual display is not available at this time.

#### **B. Spanish Colonial Fresco Exhibit**

Provide visitors with larger visuals so they will understand how the Shrine appeared during the Spanish Colonial period.

#### **C. Removal of Contemporary Mortar and Stone Currently Applied Over the Original Spanish Colonial Vertical Opening into the Monk's Burial Room/Temporary Sacristy.**

Bringing the opening of the MBR/TS to the original 17th century design which is an excellent example of a Spanish colonial opening. A recent borescope inspection discovered the original wall openings are encapsulated in the modern mortar and limestone repairs (Note: keeping the Army constructions enables us tell two stories—mission and quartermaster).

## GLOSSARY OF TERMS

### **Assessment**

Making a detailed inspection of an area or space and report at regular intervals on all items of the area or space by recording the visible evidence, and defects factually, in order to diagnose the causes of decay and propose an effective cure that involves the appropriate intervention(s).

### **Preservation**

Deals directly with cultural property. Its object is to keep it in its existing state. Repairs must be carried out when necessary to prevent further decay.

### **Conservation**

The physical addition or application of adhesive or supportive materials into an actual fabric or cultural property, in order to ensure its continued durability or structural integrity.

### **Infrared Thermography (IRT)**

A nondestructive imaging method that can be used for gathering information about the condition of historic buildings.

Using IRT, information about the building elements, their location, shape, material characteristics and state of decay can be obtained that may not be noticeable from visual examination.

### **Borescope Inspections**

Through small diameter holes can reveal changes in materials, such as those at the interface between the colonial-era opening and later masonry. The proposed 3/8" diameter holes into the mortar joints at selected locations, and will allow the observation of various materials through the interior of the bored hole. This is a minimally invasive technique but is not nondestructive.

### **Multispectral Imaging System**

A digital imaging camera developed for the inspection of works of art and cultural heritage. The system can be used to study drawings or paintings that have been over painted or to visualize the composition and the condition of the painting. It can aid pigment analysis and detect and document repairs, utilizing infrared reflection, false-color infrared, ultraviolet reflection and fluorescence providing high-quality mega pixel images.

### **Pigment Investigation**

To determine the different elements, binders and intensities of pigment. To analyze colors and color changes in paintings as the measured area can be re-measured later.

### **X-ray fluorescence Spectrometer (XRF)**

The emission of characteristic "secondary" (or fluorescent) X-rays from a material that has been excited by bombarding with high-energy X-rays or gamma rays. The phenomenon is widely used for elemental analysis and chemical analysis, particularly in the investigation of metals, glass, ceramics and building materials.

### **Scanning Electron Microscope (SEM)**

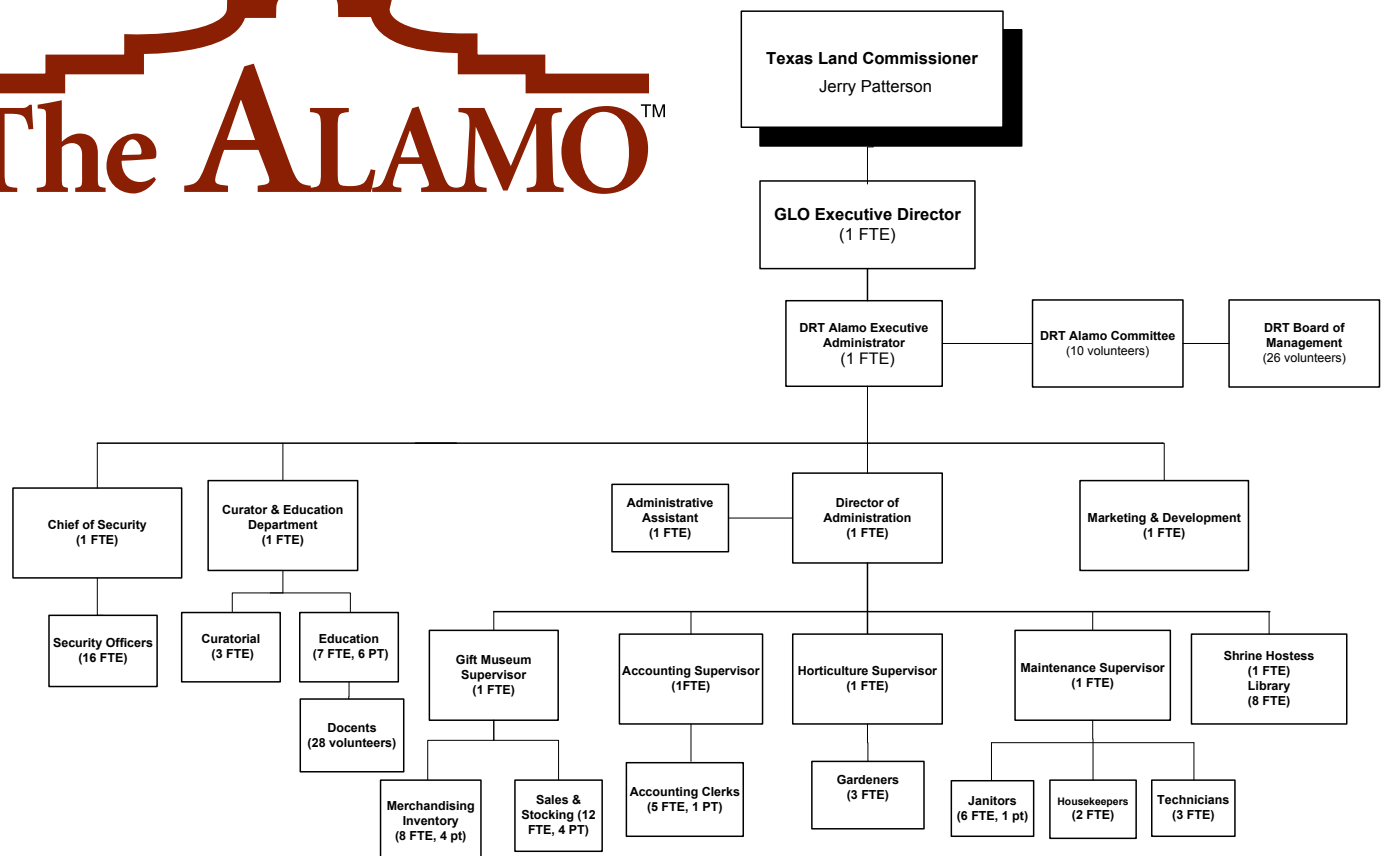
A type of electron microscope that images a sample by scanning it with a beam of electrons in a raster scan pattern. The electrons interact with the atoms that make up the sample producing signals that contain information about the sample's surface topography, composition, and other properties such as electrical conductivity.

### **Transportable Raman Spectrometer**

Is a spectroscopic technique used to study vibrational, rotational, and other low-frequency modes in a system and determines an instant chemical identification. This is the latest spectrometer on today's market.

## ALAMO COMPLEX ORGANIZATIONAL CHART

June 2012



## RESEARCH LIBRARY USE POLICIES

### REQUIREMENTS FOR USE

*The resources of this library are available on an equal basis to all researchers who abide by library policies. Much of the material is rare or fragile, and it is essential that particular care be taken in handling each item. We request your assistance in preserving these collections for future generations.*

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2. Government or school-issued photo identification is required for use of the library's collections. Please complete the registration form provided by library staff. Your signature on the form indicates your willingness to follow the rules stated in this guide. Registration is valid for one year.
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4. Materials in the library are shelved in closed stacks. Please consult the library catalog and other finding aids to locate material you wish to use. Staff members are available to assist you. Provide the complete call number information on the call slips provided and a staff member will retrieve the material for you.
5. For the protection of the collections, the library reserves the right to restrict access to material that is not arranged, is being processed, or is unusually rare or fragile. In some cases, copies may be substituted for originals. The use of some materials may be restricted by donors or office of origin.
6. In consideration of other researchers and staff, please do not browse in the reading room or enter other areas of the library unless accompanied by staff.
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8. As a general rule, researchers may use no more than two rare books or a single document container at one time. Archival material may not be used simultaneously with other library material.
9. Library material must be used in the reading room and left on the tables after use.
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- 15.** Researchers should provide the library with a complimentary copy of any publication in which library material is reproduced.

## RESEARCH LIBRARY COLLECTION POLICY

# DRT LIBRARY COLLECTIONS AND ACQUISITION POLICY

### I. BRIEF HISTORY

The Daughters of the Republic of Texas Library was established in 1945 with the gift of the Texana library and manuscript collection of Dr. William E. Howard. Succeeding decades have seen the library develop into an important resource for historical research in Texas, as generous donors continue to add to Dr. Howard's legacy.

The library collection is built entirely through donations of material and of funds for the purchase of material. Contributions from individuals and organizations are always sought and welcomed.

### II. STATEMENT OF PURPOSE

The mission of the DRT Library is founded in the Constitution of the Daughters of the Republic of Texas which includes in its statement of objectives:

To encourage historical research into the earliest records of Texas, especially those relating to the Revolution of 1835 and the events which followed.

The library fulfills this mission by acquiring, maintaining, preserving, and providing public access to its collections of Texas historical materials.

### III. PATRONS SERVED BY THE COLLECTION

The policy of the DRT Library is to make its collections available to all researchers on equal terms, subject to the requirements of necessary and appropriate care and handling of the materials. Researchers include library staff, members of the Alamo staff, professional and lay historians, independent researchers, students, and genealogists. All researchers are required to provide proper identification and complete current reader registration forms prior to having access to the collections.

### IV. PRIORITIES AND LIMITATIONS OF THE COLLECTION

The library collects material related to the history and development of Texas, including politics and government, social life and culture, folklore, and military activities.

#### A. GEOGRAPHIC AREAS COLLECTED

Texas, and adjacent states, Mexico, and other countries as they relate directly to the history, development, and culture of Texas.

San Antonio and the surrounding areas.

#### B. HISTORICAL PERIODS COLLECTED

Primary focus: The Republic of Texas, 1836-1846

Texas:

Prehistory

Colonial periods

Early statehood

Confederacy

Post-Civil War Texas to 1900

**C. FORMS OF MATERIAL COLLECTED**

Include but are not limited to:

**1. MAPS**

World and North American maps which reveal changes in geographic knowledge and political relationships through 1865

Maps of Texas reflecting the growth and development of the Republic and State to present

Maps of Bexar County and San Antonio to present

**2. NEWSPAPERS**

Individual issues of newspapers from major cities outside Texas that provide contemporary information about Texas to 1900.

Texas newspapers to 1900

San Antonio newspapers to 1900

Special historical issues of later dates

**3. VERTICAL FILES**

Texas and San Antonio subjects to the present, including biographical and Texas county files

**4. MANUSCRIPT COLLECTIONS AND ARCHIVES**

Manuscript collections and documents related to Texas, dating largely prior to 1900

Collections and documents related to San Antonio, and which date prior to 1950

The papers of historians, genealogists, and other researchers which contain significant information on the history of Texas or San Antonio

Organization and business archives as they contain significant material relative to the history and development of Texas or San Antonio

Literary manuscripts as they relate to the subjects collected and which provide information beyond the published versions or are unpublished.

**5. PHOTOGRAPHS**

Individual photographs and collections of photographs of San Antonio and Texas scenes, events, subjects, architecture, organizations, and people, generally to 1950, with emphasis on 19th century and early 20th century images.

Photographs that document the appearance of the Alamo buildings to the present.

**6. GRAPHIC ARTS**

Selective collecting of fine arts, fine art prints, and historical prints that document or reflect the history and appearance of Texas and San Antonio, primarily 19th century and early 20th century, with emphasis on paper-based material and on original art associated with existing collections.

Selective collecting of posters and commercial art prints documenting and related to the history of Texas and San Antonio, and to San Antonio events, with emphasis on limited editions and relevance of subjects.

**7. PERIODICALS**

National, state, and regional historical journals in current subscriptions. Regional genealogical periodicals with significant information related to the historical periods collected.

General interest periodicals with frequent articles related to Texas history. Individual copies of periodicals with relevant information, dependent upon their availability in other libraries.

**8. EPHEMERA**

Ephemera related to Texas subjects to 1900

Ephemera related to San Antonio subjects to 1950

Ephemera that complement material in existing library collections

**9. ARTIFACTS**

Selective collecting generally limited to artifacts within collections and to pieces of limited size related to Texas subjects to 1900 and San Antonio to 1950

**10. POSTCARDS**

Postcards depicting subject matter and historical periods included in general guidelines

Texas postcards dating up to 1950

San Antonio postcards to 1950, and, selectively, to present

**11. GENEALOGICAL CHARTS**

San Antonio and Texas families associated with existing collections or with general historical relevance

**12. STAMPS**

Stamps commemorating Texas and Texas events, with emphasis on first day of issue covers.

**13. NUMISMATICS**

Coins and paper money unique to Texas dating from the historical periods described

Commemorative coins and medals related to subjects of the general collection

**14. MUSIC**

Sheet music and manuscript scores related to Texas subjects or composed by Texans, with emphasis on the Republic period, 19th century, and early 20th century.

**15. MONOGRAPHS**

Monographs containing subject matter from the historical periods collected

Selective works that place modern events in the context of historical periods

Family histories and genealogies containing significant material from historical periods

**16. ARCHITECTURAL DRAWINGS**

Architectural plans of 19th and early 20th century structures in Texas with associated textual records

**17. DIGITAL FORMATS AND MICROFORMS**

Digital forms and microforms of any of the above material.

**D. TYPES OF MATERIAL COLLECTED**

Published material emphasizing scholarly historical research, particularly that which provides new or expanded information on people, places, and events associated with the historical periods collected

Local histories of counties or communities

Selective fiction, poetry, essays, and humor incorporating historical areas or subjects.

Selective juvenile material that meets the academic needs of students

Published and unpublished material useful in genealogical research, such as compilations of vital records and family histories relevant to Texas

Unpublished material including individual documents, family papers, and organization and business records that provide significant information on the activities of people in Texas.

**E. LANGUAGES COLLECTED**

Primarily English, with material also in Spanish and German, and with additional material in languages other than English within the context of collections

**F. DUPLICATION**

The DRT Library attempts to minimize duplication of the collections of other libraries and repositories in San Antonio and the surrounding region and may refer potential donors to other repositories that might provide more appropriate sites for the material.

**G. EXCLUSIONS**

The DRT Library generally does not accept partial manuscript collections if major portions of the collection are in another repository.

The library does not accept collections of materials that are closed to public access in perpetuity.

**V. STATEMENT OF ACQUISITIONS POLICY**

The DRT Library acquires materials through donations and through purchases made with donated funds and with income from endowments received as donations. Donations of materials and funds are essential to maintaining and developing the collections and are consistently sought. Grant funding may be sought for special projects that contribute substantially to the acquisition, processing, preservation, and public access of the collections.

**VI. STATEMENT OF DEACCESSIONING POLICY**

Duplicates and materials outside the collecting areas of the DRT Library may be de-accessioned, subject to the terms of acquisition, and offered to other more appropriate institutions or the donor or donor's family. The DRT Library maintains the right to sell de-accessioned material. Proceeds from any sale are placed in the acquisitions fund and used to purchase new library collection material.

**VII. PROCEDURES AND FORMS**

**A. Deed of Gift**

The DRT Library accepts materials solely by legal transfer of title, deed of gift or deposit, or other official acknowledgement.

**B. Loans and Deposits**

Materials loaned to or deposited with the DRT Library are accepted only in extraordinary circumstances

and usually with the understanding that the materials are intended to be donated at a later date. If materials are deposited or loaned, the DRT Library reserves the right to include in any deposit agreement provisions for recovering processing and storage costs for materials that are later returned to the depositor.

The DRT Library as a research facility does not lend material in its collection to individuals, other organizations, or sites except in extraordinary circumstances with the approval of the DRT Library Committee and Board of Management and with all necessary legal and insurance provisions and in deference to all original donation agreements.